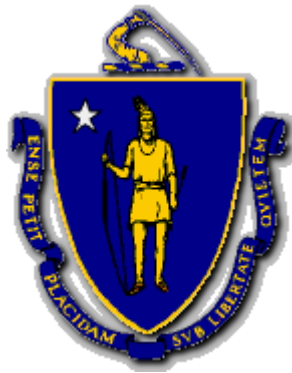




# **Affirmative Market Program**

## **Fiscal Year 2001 Annual Report**



**Jane Swift**  
**Governor**

**Kevin Sullivan**  
**Secretary**  
**Executive Office for Administration and Finance**

**Philmore Anderson III**  
**State Purchasing Agent**

**FISCAL YEAR 2001**  
**AFFIRMATIVE MARKET PROGRAM ANNUAL REPORT**

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Please note: This file is presented here for Internet display only. As such, it varies slightly from the document as it was originally published in hard copy. It does not contain certain excel graphs. This entire report is available in the original hard copy format from Montserrate Quinones by calling 617-720-3149.

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## **MESSAGE FROM GOVERNOR JANE SWIFT**

May 2002

Dear Friends:

I am pleased to highlight the success of the Affirmative Market Program (AMP) in public contracting for fiscal year 2001. This report identifies various state agencies and authorities that participate in the Affirmative Market Program throughout the Commonwealth and provides a brief narrative of their progress. As you are aware, the Affirmative Market Program has provided opportunities for minority- and women-owned businesses and entrepreneurs to achieve successful participation in the state contracting system. We have made great advances in the elimination of barriers, thereby encouraging businesses to grow through state contracting.

The Affirmative Market Program has tracked the spending of participating state entities with certified Minority Business Enterprises and reports an increase in final expenditures from the previous fiscal year. The AMP reports a 14.25% increase for contracting in goods and services, from \$153,535,903 in fiscal year 2000 to \$175,407,664 in fiscal year 2001. In addition, spending with certified Women Business Entrepreneurs also increased by 2.45% in the contracting area of goods and services, from \$123,345,979 in fiscal year 2000 to \$126,363,081 in fiscal year 2001.

My Administration is dedicated to ensuring that all state agencies implement the mission and objectives of the Affirmative Market Program by implementing initiatives that allow for economic opportunities and growth, which ultimately diversify our workforce. We will continue to seek ways in which we can provide opportunities to enhance successful business partnerships for every citizen throughout the Commonwealth of Massachusetts.

Sincerely,

Jane M. Swift

### **MESSAGE FROM THE SECRETARY**

As Secretary of the Executive Office for Administration and Finance I remain committed to the mission and objectives of Executive Order 390 and the Affirmative Market Program. During these difficult fiscal times it is of utmost importance that we continue to develop and foster business relationships with our minority-and women-owned businesses, as they are the backbone of our economy. With this in mind, I will ensure that Operational Services Division, which currently houses the AMP, continues to encourage the use of M/WBEs on statewide contracts. To that end, we look forward to implementing new and innovative initiatives aimed at encouraging the full participation of Minority and Women Business Enterprises in all aspects of state contracting. I am confident that we will continue to provide economic development, technical assistance, and equal access opportunities to the Commonwealth's certified vendor community.

Kevin F. Sullivan  
Secretary

TO: Monserrate Quinones, Executive Director  
Affirmative Market Program

FROM: Philmore Anderson III, State Purchasing Agent

DATE: May 8, 2002

RE: Affirmative Market Program

It is with great pleasure that I write this memo in support of the Affirmative Market Program. I have always emphasized to my staff the importance of including Affirmative Market goals in those solicitations where there was significant value and a M/WBE vendor population that could respond either as a contractor, sub-contractor or provide ancillary services. A perfect example of that is with the Prime Grocer contract. Currently, there are two M/WBE certified vendors on the contract: Westnet is an appointed subcontractor who delivers nonfood items (paper & janitorial products) and MR Enterprise is a food broker who researches best value for specified marketbasket items and alternative products outside of the normal supply chain. Another example of M/WBE participating on statewide contracts is New England Office Supply, a certified WBE vendor who is the primary contractor on the Office Supplies Contract. Other areas of M/WBE participation are in Medical Supplies, Information technology, Office Furnishings and Equipment, Vehicles and Related Services, Temporary Help Services, Training, Clothing and Apparel, Fuel, Tradepersons and Printing Services.

For fiscal year 2001, there were a total of **118** SOMWBA certified MBE statewide contracts. Total statewide contract dollars spent with MBE contractors was **\$20,943,446**, which represents **5%** of the total dollars expended. The total dollars spent for WBE statewide contracts was **\$43,966,842**, which represents **11%** of the total dollars expended for FY01. There are **85** WBE contractors on statewide contract.

In FY02, the Affirmative Market Program joined the Operational Services Division (OSD) and has become an integral part of the organization. With OSD being the Central Procurement Office of State Government, whose primary role is to establish statewide contracts for state departments and other governmental entities, what better place to serve the needs and attain the goals of the program, than in the office where it all begins. Additionally, it gives the AMP Program the opportunity to interact with Procurement Team Leaders, participate on Procurement Management Teams, provide input to procurement policy and procedures and have direct contact with my office.

I endorse the Affirmative Market Program and the dedication of the Director and Deputy Director whose efforts have not gone unnoticed. On behalf of the Operational Services Division, I am pleased to have the AMP Program as part of our core group and together we will strive to make the program one of the finest in the nation with proven results. A special thanks to the Procurement Directors, Team Leaders and support staff of OSD; who, without their help and endorsement, the goals of the AMP Program would be difficult, if not impossible to attain.

May 2002

To: All Cabinet Secretaries, Agency Heads, Certified Business Community and Affirmative Market Program Coordinators

The Affirmative Market Program directors and over one-hundred statewide AMP Coordinators continue to provide outstanding services to the SOMWBA certified vendor community that strengthens relationships with representatives from participating state entities. AMP services encompass opportunities for marketing with state agencies including vendor procurement workshops, the "Meet the Vendor Series", individual meetings and informational packages mailed to certified vendors. Additionally, certified vendors are invited and encouraged to actively participate in two annual statewide events held at the State House, our Fiscal Year Kick Off Meeting in September and the Governor's Annual Affirmative Market Program Recognition Day event in May. As a result of these and other AMP related events this fiscal year, AMP Coordinators and their AMP teams have met with certified vendors interested in establishing business relationships with their respective agencies. I am delighted to note the significant interest in the SOMWBA certification process and increased participation of minority and women entrepreneurs from all regions of the state at our events.

In FY01 the AMP directors have lead informational trainings throughout the Commonwealth to educate and encourage adopting AMP objectives. Some locations include, Northern Essex Community College, the Martin Luther King Empowerment Center, with representatives from Mt. Watchusett Community College, Massachusetts Water Resource Agency, and with the Massachusetts Community Development Finance Corporation. In addition, manager trainings were lead at various state agencies to assist in meeting benchmark targets, those who participated include; the Military Division, Department of Fire Services, Department of Environmental Protection and Massachusetts Rehabilitation Commission. Such program output contributes to the significant statewide expenditures with minority-and women-owned businesses in the area of goods and services totaling \$301,770,745 an increase of \$24,888,863 or 8.99% compared to expenditures of \$276,881,882 in FY00.

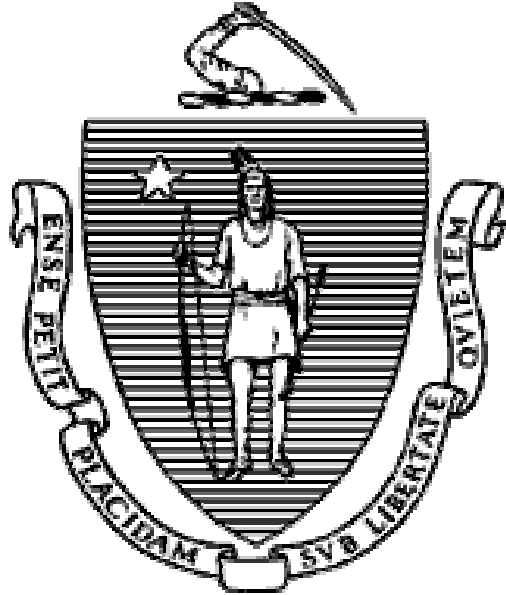
As Executive Director of the AMP, I co-chair the Women in Construction Project in collaboration with EOTC and other agencies which comprise the Working Group. The group hired a consultant to complete a utilization study of women and minorities working in the construction trades. The results of this study along with the recommendations of the Working and Advisory Groups will assist in the development of a program that will address any obstacles that may hinder the utilization of women and minorities in state funded construction projects. This study should be completed before the end of next fiscal year.

I will continue to examine all avenues that increase marketing opportunities for the certified vendor community, which would facilitate their successful participation in the state procurement system. This work can only be done with the commitment and support of all participants. I look forward to next fiscal year and the prospects of working together in productively achieving our mission and succeeding in meeting our objectives. I am confident that collectively we are ready to face any challenges we may encounter.

Sincerely,

Monserrate Quinones

# Affirmative Market Program



**Monserate Quiñones**  
**Executive Director**

**Adriana P. Isaza**  
**Deputy Director**

**Executive Office for Administration and Finance**

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## **EXECUTIVE SUMMARY: INTRODUCTION AND SUMMARY OF FINDINGS**

The FY01 Affirmative Market Program Annual Report highlights the Commonwealth's procurement activity with SOMWBA certified Minority-and Women Business Enterprises (M/WBEs) from July 1, 2000 through June 30, 2001.

One of the major functions of the AMP is its enforcement of Executive Order 390 (see Appendix A). In this capacity the AMP is responsible for tracking participating AMP agency procurement expenditures in the areas of goods, services, construction and design with M/WBEs. One of the integral components and quantitative tools the AMP directors use each fiscal year to monitor agency performance and participation with M/WBEs is an established benchmarking process. Each participating AMP agency/authority establishes a separate dollar benchmark at the beginning of each fiscal year for MBEs and WBEs. These dollar benchmarks allow the AMP directors, coordinators, and their respective agencies to track expenditure achievement at the end of the given fiscal year.

It is important to note that expenditures tracked and reported in the statewide totals as highlighted in the FY01 Annual Report are state dollars only. Agencies who include federal dollars as part of their overall budget and have spent federal dollars with M/W/DBEs have the opportunity to include such information as part of their Secretariat Narratives, however those expenditures are not reflected in our totals. The participating Secretary or Agency Head submits the Secretariat Narratives you will find throughout the FY01 Report to the AMP directors. These Narratives provide further detail and information in relation to the final M/WBE expenditures and benchmark achievement for their respective agencies under the Secretariat umbrella. Often times, the expenditures reported to the AMP, do not reflect the concerted effort or the commitment of its staff to our M/WBE community. In certain instances, an agency's inability to meet its M/WBE benchmarks can be attributed to several outside factors. Below, we have cited just a few examples:

- A SOMWBA certified vendor is up for re-certification, however the vendor does not submit the appropriate paper work, therefore losing its M/WBE status. The vendor may continue doing business with the Commonwealth, however the AMP can no longer track those expenditures, as they do not account for M/WBE spending.
- In the middle of a fiscal year a SOMWBA certified vendor is purchased by a non-minority-and woman-owned entity. If the new ownership of the business does not comprise at least 51% minority or woman owned it can not be SOMWBA certified.
- A SOMWBA certified vendor decides to no longer be in business.

These are just a few examples of the challenges that some our agencies may face during the fiscal year in relation to meeting their established M/WBE benchmarks. The AMP directors continue to assist agencies overcome these and other challenges via some of the following methods:

- Helping to increase M/WBE vendor pools
- Assisting with economic development strategies and/or activities

- Educating non-minority-and women-owned businesses on the importance of the AMP and development of subcontracting relationships with M/WBEs.

Overall, FY01 proved to be a very successful year for the Commonwealth's Affirmative Market Program and the SOMWBA certified community that it assists. The Commonwealth's FY01 expenditures increased 14.25% with MBEs and 2.45% with WBEs respectively. Although FY02 will prove to be a more challenging year due to budgetary reductions, all of our statewide participating AMP entities remain steadfastly committed to the advancement of Executive Order 390 and the concerns of the SOMWBA certified vendor community.

The contents of the FY01 Affirmative Market Program Annual Report provides further insight and information into each Secretariat's unique procurement needs and relationships with M/WBEs. Additionally, benchmark achievement information for individual agencies represented by the Secretariat are also reported in detail. The following table highlights those Secretariats whose combined agency totals met or exceeded their Secretariat M/WBE Benchmarks for FY01.

### **FY01 Secretariat AMP Benchmark Achievement**

<b>Secretariat</b>	<b>MBE Benchmark</b>	<b>WBE Benchmark</b>
Executive Office of the Governor		
Executive Office for Administration & Finance	X	X
Executive Office of Elder Affairs	X	
Executive Office of Environmental Affairs		X
Executive Office of Health & Human Services	X	X
Executive Office of Public Safety	X	X
Executive Office of Transportation & Construction		X
Department of Economic Development		X
Department of Education	X	X
Department of Housing & Community Development		
Department of Labor and Workforce Development	X	X
Office of Consumer Affairs & Business Regulation	X	
MassHousing	X	X

*X met or exceeded benchmark*

### **MINORITY BUSINESS ENTERPRISE FISCAL YEAR 2001 HIGHLIGHTS**

	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
GOODS & SERVICES	*140,814,903	153,535,903	175,407,664
CONSTRUCTION	167,530,421	*32,394,013	70,113,284
DESIGN	53,347,924	*20,563,009	25,000,151
<b>TOTAL</b>	<b>361,693,248</b>	<b>*206,492,925</b>	<b>270,521,099</b>

\*Unable to provide EOTC's construction and design expenditures in statewide totals because EOTC's data included combined M/WBE and DBE goals and expenditures.

In FY01 the combined M/WBE statewide expenditure in the area of goods and services is \$301,770,745 an increase of \$24,888,863 or 8.99% over FY00 expenditures of \$276,881,882.

FY01 statewide MBE expenditures totaled \$175,407,664 an increase of 21,871,761, a 14.25% increase over FY00 expenditures of \$153,535,903.

**We are excited to note that there was a significant MBE increase for several Secretariats in FY01. Here are just a few examples:**

In FY01 62% or 8 out of 13 participating Secretariats met or exceeded their MBE benchmark.

The Executive Office Health and Human Services FY01 MBE expenditures of \$142,676,673, account for 81.34% of the total statewide MBE expenditures of \$175,407,664. Additionally, they increased their MBE expenditures by 26.41% from \$112,870,154 in FY00 to \$142,676,673 in FY01.

The Department of Education increased its FY01 expenditures with MBEs by \$364,660 a 26.49% from their FY00 expenditures of \$1,376,566.

The Office of Consumer Affairs and Business Regulations increased MBE spending by 22.01% from \$307,472 in FY00 to \$375,153 in FY01.

The Executive Office of Public Safety saw an MBE expenditure increase of \$915,715 a 17.18% increase over FY00 expenditures of \$5,330,051.

The Executive Office of Environmental Affairs increased its MBE spending by 16.78% from \$1,213,558 in FY00 to \$1,417,227 in FY01.

MassHousing increased its MBE spending by 13.05% in FY01, from \$2,047,515 to \$2,314,702.

**WOMEN BUISNESS ENTERPRISE  
FISCAL YEAR 2001 HIGHLIGHTS**

	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
<b>GOODS &amp; SERVICES</b>	<b>*57,375,627</b>	<b>123,345,979</b>	<b>126,363,081</b>
<b>CONSTRUCTION</b>	<b>91,001,157</b>	<b>*14,908,012</b>	<b>41,549,501</b>
<b>DESIGN</b>	<b>16,773,181</b>	<b>*818,633</b>	<b>2,262,103</b>
<b>TOTAL</b>	<b>165,149,965</b>	<b>*139,072,624</b>	<b>170,174,685</b>

\*Unable to provide EOTC's construction and design expenditures in statewide totals because EOTC's data included combined M/WBE and DBE goals and expenditures.

In FY01 statewide WBE expenditures totaled \$126,363,081 an increase of \$3,017,102, a 2.45% increase over FY00 expenditures of \$123,345,979.

**We are excited to note the following FY01 accomplishments of our Secretariats with WBEs:**

In FY01 69% or 9 out of 13 participating Secretariats met or exceeded their WBE benchmark.

The Executive Office Health and Human Services FY01 WBE expenditures account for over 82.76% of the total statewide WBE expenditures of \$126,363,081. Additionally, they increased their WBE expenditures by 9.37% from \$95,624,166 in FY00 to \$104,581,044 in FY01.

The Executive Office for Administration and Finance increased its WBE expenditures by 56.37% representing a \$868,623 difference from \$1,540,805 in FY00 to \$2,409,428 in FY01.

The Department of Labor and Workforce Development increased its FY01 WBE expenditures by 48.71% from \$666,115 in FY00 to \$990,608 in FY01.

The Department of Economic Development increased its WBE spending in FY01 by 42.31%, from \$404,486 in FY01 to \$575,622.

The Executive Office of Public Safety increased WBE spending by 20.76% in FY01 with expenditures totaling \$4,754,599 compared with \$3,937,082 in FY00.

The Executive Office of Environmental Affairs increased WBE expenditures by 16.71% from \$1,470,832 in FY00 to \$1,716,633 in FY01.

MassHousing increased its WBE benchmark by 33% in FY01 from \$1,527,582 to \$2,027,582. MassHousing even exceeded their benchmark projection by \$73,653 for a WBE total expenditure of \$2,101,235.

## **FISCAL YEAR 2001 AFFIRMATIVE MARKET PROGRAM HIGHLIGHTS**

### **Our First Year at OSD**

The Affirmative Market Program's first year at the Operational Services Division proved to be very fruitful and full of productive activities. Such innovative program outputs were evidenced by an increase in end of year expenditures with certified M/WBEs. Such results have motivated the AMP directors to continue the on going process of educating, marketing, advocating, and monitoring participants' activity both internally, as such with participating state entities, and externally with the certified vendor community. As a result, the Executive Director, Monserrate Quinones, accepted on behalf of the Affirmative Market Program the "Government Award" from the Martin Luther King Center's annual recognition program held in Worcester. Also, present to witness this celebration was Philmore Anderson III, State Purchasing Agent and Adriana Isaza, Deputy Director. Their keynote speaker for this event was the grandson of Nelson Mandela, former president of South Africa. It certainly was an honor and a privilege for the program directors to be acknowledged by such a distinguished community. The AMP directors met with the MLK Center's staff and its constituents early in the fiscal year. As a result, over 60 of their clients have completed the SOMWBA certification process and are currently doing business with our participating agencies. Many of MLK's clients were invited to take part in the AMP Coordinators' meeting through the year via our "Meet the Vendors" series, which gave them an opportunity to introduce and market themselves directly to these key decision-makers. We look forward to future opportunities to collaborate with the MLK Center and other community based organizations looking to increase capacity and economic opportunities for minority and women business entrepreneurs.

### **Highlighted below is an overview of our FY01 activities:**

#### **FY01 AMP Education and Outreach**

##### Internal

- The following AMP Trainings were conducted to educate managers and assist them in reaching their AMP-MPRS objectives.
  - Department of Medical Assistance
    - 2 trainings-over 80 managers attended
  - Mass Rehabilitation Commission
    - over 40 managers attended
  - Department of Correction
    - assisted in organizing their AMP annual event and trained over 240 managers
  - Operational Services Division
    - (participated in "brown bag trainings" to senior staff and pmt's)
  - State Police
    - (assisted in organizing their AMP annual event and trained over 50 managers)
  - Department of Environmental Protection
    - 3 trainings in Boston and Springfield to over 70 managers
  - Department of Fire Services
    - 2 trainings to both senior management and line staff

- Military Division
  - training to senior staff which included the participation of Colonel Deforges
- Department of Transitional Assistance
  - training to all managers including the Assistant Commissioner and other senior staff

#### External

- The AMP directors met with and provided training to the following statewide entities:
  - Martin Luther King Center, Worcester
  - Business Inclusion Council, Worcester
  - Partners for Community, Springfield
  - Northern Essex Community College
    - 3 trainings, one with minority vendors, second with College President and lastly with 30 comptrollers for state colleges
  - New England Supplier Development Council
  - Massachusetts Community Development Corporation
  - Massachusetts Water Resource Agency
  - Mt. Watchusett Community College

#### Annual Events

- These AMP events are designed to provide our certified vendor communities direct access to the Commonwealth's AMP Coordinators and key decision making procurement and fiscal staff.
  - Governor's Annual AMP Recognition Day in May
    - (Vendors invited to attend workshop provided)
  - Statewide Fiscal Year Kick Off Meeting in September
    - (Vendors invited to attend workshop provided)
  - Statewide AMP Vendor Procurement Workshop in Spring and Fall
  - M/WBE Meet the Vendor Series
    - bi-monthly 4 vendors participate at every AMP Coordinators' Meeting
  - AMP Directors attended the following annual events:
    - New England Supplier Development Council
    - Mass Higher Ed. Consortium,
    - Black MBA

#### Personal consultation

- Program directors met with all interested M/WBEs and assisted in the development of strategic marketing plan and materials.

## **Initiatives**

- MRI Initiative: Single Portal Entry
  - The AMP directors are identifying and developing effective means to educate newly certified vendors.
- AMP Business Advisory Board
  - The Board has been developed and during FY02 will assist the AMP directors in continuing to address the needs and concerns of the certified vendor community.
- AMP Procurement Language Initiative Phase I (see AMP Procurement Language)
- AMP Procurement Language Initiative Phase II (see AMP Procurement Language)

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# **FISCAL YEAR 1999-2001**

HISTORICAL  
SPENDING  
  
TREND BY  
SECRETARIAT



MINORITY BUSINESS ENTERPRISES STATEWIDE EXPENDITURES			
	FY99	FY00	FY01
Office of the Governor	92,956	96,485	53,184
Executive Office for Administration & Finance	3,527,530	3,645,923	3,768,979
Executive Office of Elder Affairs	12,636,009	14,258,840	14,446,596
Executive Office of Environmental Affairs	1,361,945	1,213,558	1,417,227
Executive Office of Health and Human Services	104,101,853	112,870,154	142,676,673
Executive Office of Public Safety	5,955,446	5,330,051	6,245,766
Executive Office of Transportation and Construction	7,685,426	10,079,399	1,169,723
Department of Economic Development	156,562	105,491	96,920
Department of Education	1,347,396	1,376,566	1,741,226
Department of Housing and Community Development	1,507,301	1,497,604	404,118
Department of Labor and Workforce Development	793,855	706,846	697,395
Office of Consumer Affairs and Business Regulations	305,155	307,472	375,153
MassHousing	1,343,469	2,047,515	2,314,702
<b>STATEWIDE TOTAL</b>	<b>140,814,903</b>	<b>153,535,903</b>	<b>175,407,664</b>

WOMEN BUSINESS ENTERPRISES STATEWIDE EXPENDITURES			
	FY99	FY00	FY01
Office of the Governor	58,428	52,462	35,906
Executive Office for Administration & Finance	2,006,362	1,540,805	2,409,428
Executive Office of Elder Affairs	2,999,882	4,343,074	3,392,356
Executive Office of Environmental Affairs	1,528,466	1,470,832	1,716,633
Executive Office of Health and Human Services	35,889,683	95,624,166	104,581,044
Executive Office of Public Safety	3,126,608	3,937,082	4,754,599
Executive Office of Transportation and Construction	7,260,727	10,148,706	3,225,738
Department of Economic Development	614,928	404,486	575,622
Department of Education	1,492,623	1,904,245	1,860,294
Department of Housing and Community Development	516,612	954,108	455,808
Department of Labor and Workforce Development	419,806	666,115	990,608
Office of Consumer Affairs and Business Regulations	296,713	409,522	263,808
MassHousing	1,164,789	1,890,376	2,101,235
<b>STATEWIDE TOTAL</b>	<b>57,375,627</b>	<b>123,345,979</b>	<b>126,363,081</b>

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# **FISCAL YEAR 1999-2001**

## **HISTORICAL SPENDING TREND**

### **CONSTRUCTION & DESIGN**

#### **SUMMARY OF EXPENDITURES & AWARDS**

## Historical Spending Trend for Construction and Design Expenditures Minority Business Enterprise

Division of Capital Asset Management and Maintenance						
	CONSTRUCTION			DESIGN		
	Total Expenditures	Total MBE Expenditures	MBE % Attained	Base	Total MBE Expenditures	MBE % Attained
FY99	122,332,052	10,368,135	8.48%	14,734,662	1,166,895	7.92%
FY00	115,019,041	10,353,660	9.00%	15,807,018	1,306,076	8.26%
FY01	79,181,868	10,502,151	13.26%	21,870,893	1,425,101	6.52%

Department of Housing and Community Development						
	CONSTRUCTION			DESIGN		
	Total Expenditures	Total MBE Expenditures	MBE % Attained	Base	Total MBE Expenditures	MBE % Attained
FY99	48,661,217	11,192,080	23.00%	4,438,272	2,751,729	62.00%
FY00	34,397,883	4,274,813	12.43%	5,739,535	2,154,251	37.53%
FY01	36,967,985	5,788,938	15.66%	6,018,044	2,166,496	36.00%

Department of Environmental Management						
	CONSTRUCTION			DESIGN		
	Total Expenditures	Total MBE Expenditures	MBE % Attained	Base	Total MBE Expenditures	MBE % Attained
FY99	8,113,798	811,718	10.00%	3,163,522	7,950,298	251.31%
FY00	5,809,305	629,474	10.84%	2,397,084	127,846	5.33%
FY01	7,991,678	575,637	7.20%	1,087,785	53,367	4.91%

MassHousing						
	CONSTRUCTION			DESIGN		
	Total Expenditures	Total MBE Expenditures	MBE % Attained	Base	Total MBE Expenditures	MBE % Attained
FY99	35,293,031	7,526,347	21.33%	8,832,142	7,950,298	90%
FY00	61,263,960	17,136,066	27.97%	17,148,795	16,974,836	99%
FY01	76,484,519	23,396,921	30.59%	22,308,641	19,044,149	85%

\*MHFA Portfolio Construction Dollars Only

\*\*MHFA/HUD Demonstration Disposition Program Design Data Only

Executive Office of Transportation & Construction						
	CONSTRUCTION			DESIGN		
	Total Expenditures	Total MBE Expenditures	MBE % Attained	Base	Total MBE Expenditures	MBE % Attained
FY99	1,536,552,867	137,632,141	8.96%	316,539,475	33,528,704	10.59%
FY00*	N/A	N/A	N/A	N/A	N/A	N/A
FY01**	140,031,878	29,849,637	21.32%	8,855,782	2,311,038	26.10%

\*FY00-Unable to provide state funded expenditures only

\*\*FY01-Reporting only state funded expenditures

Statewide Summary						
	CONSTRUCTION			DESIGN		
	Total Expenditures	Total MBE Expenditures	MBE % Attained	Base	Total MBE Expenditures	MBE % Attained
FY99	1,750,952,965	167,530,421	9.57%	347,708,073	53,347,924	15.34%
FY00*	216,490,189	32,394,013	14.96%	41,092,432	20,563,009	50.04%
FY01	340,657,928	70,113,284	20.58%	60,141,145	25,000,151	41.57%

\*FY00 Totals do not include EOTC and Transportation Agency information.

## Historical Spending Trend for Construction and Design Awards Minority Business Enterprise

Division of Capital Asset Management and Maintenance						
	CONSTRUCTION			DESIGN		
	Total Awards	Total MBE Awards	MBE % Attained	Base	Total MBE Awards	MBE % Attained
FY99	130,993,007	20,510,869	15.66%	14,005,777	2,127,993	15.19%
FY00	82,539,148	10,697,769	12.96%	15,442,175	2,226,061	14.42%
FY01	146,616,542	14,188,441	9.68%	9,504,975	1,223,968	12.88%

Department of Housing and Community Development						
	CONSTRUCTION			DESIGN		
	Total Awards	Total MBE Awards	MBE % Attained	Base	Total MBE Awards	MBE % Attained
FY99	29,621,309	4,651,286	15.70%	472,775	11,639	2.46%
FY00	30,170,319	3,226,318	10.69%	3,245,100	124,100	3.82%
FY01	53,137,000	11,090,515	20.87%	2,546,427	69,000	2.71%

MassHousing						
	CONSTRUCTION			DESIGN		
	Total Awards	Total MBE Awards	MBE % Attained	Base	Total MBE Expenditures	MBE % Attained
FY99	77,353,360	22,594,761	29.21%	18,012,652	15,676,423	87.03%
FY00	130,739,719	37,644,309	28.79%	19,852,611	17,028,435	85.77%
FY01	114,922,548	35,131,197	30.57%	25,187,021	20,646,026	81.97%

\*MHFA Portfolio Construction Dollars Only

\*\*MHFA/HUD Demonstration Disposition Program Design Data Only

Executive Office of Transportation & Construction						
	CONSTRUCTION			DESIGN		
	Total Awards	Total MBE Awards	MBE % Attained	Base	Total MBE Awards	MBE % Attained
FY99	1,237,519,500	113,339,387	9.16%	140,777,267	14,837,363	10.54%
FY00*	N/A	N/A	N/A	N/A	N/A	N/A
FY01**	207,388,658	30,975,811	14.94%	38,665,969	3,500,000	9.05%

\*FY00-Unable to provide state funded expenditures only

\*\*FY01-Reporting only state funded awards

Statewide Summary						
	CONSTRUCTION			DESIGN		
	Total Awards	Total MBE Awards	MBE % Attained	Base	Total MBE Awards	MBE % Attained
FY99	1,475,487,176	161,096,303	10.92%	173,268,471	32,653,418	18.85%
FY00*	243,449,186	51,568,396	21.18%	38,539,886	19,378,596	50.28%
FY01	522,064,748	91,385,964	17.50%	75,904,392	25,438,994	33.51%

\*FY00 Totals do not include EOTC and Transportation Agency information.

## Historical Spending Trend for Construction and Design Expenditures Women Business Enterprise

Division of Capital Asset Management and Maintenance						
	CONSTRUCTION			DESIGN		
	Total Expenditures	Total WBE Expenditures	WBE % Attained	Base	Total WBE Expenditures	WBE % Attained
FY99	122,332,052	6,244,082	5.10%	14,734,662	565,934	3.84%
FY00	115,019,041	4,684,386	4.07%	15,807,018	522,698	3.31%
FY01	79,181,868	4,656,303	5.88%	21,870,893	677,470	3.10%

Department of Housing and Community Development						
	CONSTRUCTION			DESIGN		
	Total Expenditures	Total WBE Expenditures	WBE % Attained	Base	Total WBE Expenditures	WBE % Attained
FY99	48,661,217	3,187,908	6.55%	4,438,272	81,972	1.85%
FY00	34,397,883	3,252,879	9.46%	5,739,535	43,964	0.77%
FY01	36,967,985	3,291,100	8.90%	6,018,044	75,000	1.25%

Department of Environmental Management						
	CONSTRUCTION			DESIGN		
	Total Expenditures	Total WBE Expenditures	WBE % Attained	Base	Total WBE Expenditures	WBE % Attained
FY99	8,113,798	1,344,502	16.57%	3,163,522	98,654	3.12%
FY00	5,809,305	776,861	13.37%	2,397,084	78,012	3.25%
FY01	7,991,678	469,925	5.88%	1,087,785	44,820	4.12%

MassHousing						
	CONSTRUCTION			DESIGN		
	Total Expenditures	Total WBE Expenditures	WBE % Attained	Base	Total WBE Expenditures	WBE % Attained
FY99	35,293,031	2,856,057	8.09%	8,832,142	881,844	9.98%
FY00	61,263,960	6,193,886	10.11%	17,148,795	173,959	1.01%
FY01	76,484,519	10,870,119	14.21%	22,308,641	1,115,432	5.00%

\* MHFA Portfolio Construction Dollars Only

\*\*MHFA/HUD Demonstration Disposition Program Design Data Only

Executive Office of Transportation & Construction						
	CONSTRUCTION			DESIGN		
	Total Expenditures	Total WBE Expenditures	WBE % Attained	Base	Total WBE Expenditures	WBE % Attained
FY99	1,536,552,867	77,368,608	5.04%	316,539,475	15,144,777	4.78%
FY00*	N/A	N/A	N/A	N/A	N/A	N/A
FY01**	140,031,878	22,262,054	15.90%	8,855,782	349,381	3.95%

\*FY00-Unable to provide state funded expenditures only

\*\*FY01-Reporting only state funded expenditures

Statewide Summary						
	CONSTRUCTION			DESIGN		
	Total Expenditures	Total WBE Expenditures	WBE % Attained	Base	Total WBE Expenditures	WBE % Attained
FY99	1,750,952,965	91,001,157	5.20%	347,708,073	16,773,181	4.82%
FY00*	216,490,189	14,908,012	6.89%	41,092,432	818,633	1.99%
FY01	340,657,928	41,549,501	12.20%	60,141,145	2,262,103	3.76%

\*FY00 Totals do not include EOTC and Transportation Agency information.

## Historical Spending Trend for Construction and Design Awards Women Business Enterprise

Division of Capital Asset Management and Maintenance						
	CONSTRUCTION			DESIGN		
	Total Awards	Total WBE Awards	WBE % Attained	Base	Total WBE Awards	WBE % Attained
FY99	130,993,007	7,458,485	5.69%	14,005,777	842,000	6.01%
FY00	82,539,148	3,480,911	4.22%	15,442,175	1,332,686	8.63%
FY01	146,616,542	6,933,363	4.73%	9,504,975	1,223,016	12.87%

Department of Housing and Community Development						
	CONSTRUCTION			DESIGN		
	Total Awards	Total WBE Awards	WBE % Attained	Base	Total WBE Awards	WBE % Attained
FY99	29,621,309	2,480,891	8.38%	472,775	4,069	0.86%
FY00	30,170,319	740,402	2.45%	3,245,100	298,000	9.18%
FY01	53,137,000	835,500	1.57%	2,546,427	345,000	13.55%

MassHousing						
	CONSTRUCTION			DESIGN		
	Total Awards	Total WBE Awards	WBE % Attained	Base	Total WBE Awards	WBE % Attained
FY99	77,353,360	8,128,052	10.51%	18,012,652	1,081,530	6.00%
FY00	130,739,719	11,543,136	8.83%	19,852,611	673,049	3.39%
FY01	114,922,548	12,431,140	10.82%	25,187,021	1,211,944	4.81%

\* MHFA Portfolio Construction Dollars Only

\*\*MHFA/HUD Demonstration Disposition Program Design Data Only

Executive Office of Transportation & Construction						
	CONSTRUCTION			DESIGN		
	Total Awards	Total WBE Awards	WBE % Attained	Base	Total WBE Awards	WBE % Attained
FY99	1,237,519,500	63,378,727	5.12%	140,777,267	9,342,609	6.64%
FY00*	N/A	N/A	N/A	N/A	N/A	N/A
FY01**	207,388,658	22,513,248	10.86%	38,665,969	625,000	1.62%

\*FY00-Unable to provide state funded expenditures only

\*\*FY01-Reporting only state funded awards

Statewide Summary						
	CONSTRUCTION			DESIGN		
	Total Awards	Total WBE Awards	WBE % Attained	Base	Total WBE Awards	WBE % Attained
FY99	1,475,487,176	81,446,155	5.52%	173,268,471	11,270,208	6.50%
FY00*	243,449,186	15,764,449	6.48%	38,539,886	2,303,735	5.98%
FY01	522,064,748	42,713,251	8.18%	75,904,392	3,404,960	4.49%

\*FY00 Totals do not include EOTC and Transportation Agency information.

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# **FISCAL YEAR 2001**

## **STATEWIDE EXPENDITURE SUMMARY**

### **GOODS & SERVICES**

### **MINORITY BUSINESS ENTERPRISES & WOMEN BUSINESS ENTERPRISES**

Please call Monsi Quinones at 617-720-3149 for a hard copy of this section of the report

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# **FISCAL YEAR 2001**

## **STATEWIDE SUMMARY**

### **CONSTRUCTION & DESIGN**



**FISCAL YEAR 2001  
CONSTRUCTION EXPENDITURES**

<b>STATEWIDE SUMMARY</b>						
<b>FY01 CONSTRUCTION EXPENDITURES</b>						
	<b>1</b> FY01 Total Expenditures	<b>2</b> FY01 M/WBE Benchmark	<b>3</b> MBE Expenditures	<b>4</b> WBE Expenditures	<b>5</b> FY01 Expenditures (Col. 3+4)	<b>6</b> VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	79,181,868	9,026,733	10,502,151	4,656,303	15,158,454	6,131,721
Department of Housing and Community Development	36,967,985	10,953,841	5,788,938	3,291,100	9,080,038	(1,873,803)
Department of Environmental Management	7,991,678	1,038,918	575,637	469,925	1,045,562	6,644
Executive Office of Transportation and Construction	140,031,878	-	29,849,637	22,262,054	52,111,692	52,111,692
MassHousing	76,484,519	26,004,736	23,396,921	10,870,119	34,267,040	8,262,304
<b>TOTAL</b>	<b>340,657,928</b>	<b>47,024,228</b>	<b>70,113,284</b>	<b>41,549,501</b>	<b>111,662,786</b>	<b>64,638,558</b>

**FISCAL YEAR 2001  
DESIGN EXPENDITURES**

<b>STATEWIDE SUMMARY</b>						
<b>FY01 DESIGN EXPENDITURES</b>						
	<b>1</b> FY01 Total Expenditures	<b>2</b> FY01 M/WBE Benchmark	<b>3</b> MBE Expenditures	<b>4</b> WBE Expenditures	<b>5</b> FY01 Expenditures (Col. 3+4)	<b>6</b> VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	21,870,893	2,624,507	1,425,101	677,470	2,102,571	(521,936)
Department of Housing and Community Development	6,018,044	2,515,958	2,166,496	75,000	2,241,496	(274,462)
Department of Environmental Management	1,087,785	54,389	53,367	44,820	98,187	43,798
Executive Office of Transportation and Construction	8,855,782	-	2,311,038	349,381	2,660,419	2,660,419
MassHousing	22,308,641	8,923,456	19,044,149	1,115,432	20,159,581	11,236,125
<b>TOTAL</b>	<b>60,141,145</b>	<b>14,118,310</b>	<b>25,000,151</b>	<b>2,262,103</b>	<b>27,262,254</b>	<b>13,143,944</b>



**FISCAL YEAR 2001  
CONSTRUCTION AWARDS**

<b>STATEWIDE SUMMARY</b>						
<b>FY01 CONSTRUCTION AWARDS</b>						
	<b>1</b> FY01 Total Awards	<b>2</b> FY01 M/WBE Benchmark	<b>3</b> MBE Awards	<b>4</b> WBE Awards	<b>5</b> FY01 Awards (Col. 3+4)	<b>6</b> VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	146,616,542	16,714,286	14,188,441	6,933,363	21,121,804	4,407,518
Department of Housing and Community Development	53,137,000	6,812,407	11,090,515	835,500	11,926,015	5,113,608
Executive Office of Transportation and Construction	207,388,658	-	30,975,811	22,513,248	53,489,059	53,489,059
MassHousing	114,922,548	39,409,119	35,131,197	12,431,140	47,562,337	8,153,218
<b>TOTAL</b>	<b>522,064,748</b>	<b>62,935,812</b>	<b>91,385,964</b>	<b>42,713,251</b>	<b>134,099,215</b>	<b>71,163,403</b>

\*DEM does not have a system to isolate this information at the present.

**FISCAL YEAR 2001  
DESIGN AWARDS**

<b>STATEWIDE SUMMARY</b>						
<b>FY01 DESIGN AWARDS</b>						
	<b>1</b> FY01 Total Awards	<b>2</b> FY01 M/WBE Benchmark	<b>3</b> MBE Awards	<b>4</b> WBE Awards	<b>5</b> FY01 Awards (Col. 3+4)	<b>6</b> VARIANCE (Col. 5-2)
Division of Capital Asset Management and Maintenance	9,504,975	1,140,597	1,223,968	1,223,016	2,446,984	1,306,387
Department of Housing and Community Development	2,546,427	829,730	69,000	345,000	414,000	(415,730)
Executive Office of Transportation and Construction	38,665,969	-	3,500,000	625,000	4,125,000	4,125,000
MassHousing	25,187,021	10,074,808	20,646,026	1,211,944	21,857,970	11,783,162
<b>TOTAL</b>	<b>75,904,392</b>	<b>12,045,135</b>	<b>25,438,994</b>	<b>3,404,960</b>	<b>28,843,954</b>	<b>16,798,819</b>

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# **FISCAL YEAR 2001**

## **SECRETARIAT NARRATIVES & DATA SUMMARY**

**Note:**

The following narratives are developed by each Secretariat. They are intended to highlight the progress made to date with the implementation of the Affirmative Market Program and provide further insight into their FY01 expenditures with Minority- and Women Business Enterprises (M/WBEs).

## OFFICE OF THE GOVERNOR

### **Mission Statement**

The Executive Office includes the Offices of the Governor, the Lieutenant Governor, the Governor's Council, the Governor's Commission on Mental Retardation, and the Office of Commonwealth Security. The Executive Office manages the operations of the Executive Branch of state government, coordinates the activities of all Executive Branch agencies, and communicates to the General Court and the general public the aims, objectives, and accomplishments of the Swift Administration. The Office develops, oversees, and guides key Administration initiatives through to completion.

### **FY01 MBE Narrative**

We did not meet our FY01 Benchmark of \$94,721. As we analyze our spending, it is clear that our target was skewed by two years of one-time spending on a major recarpeting project for our offices (approximately \$40,000 was spent each year in FY99 and FY00). Our FY01 MBE spending of \$53,184 is consistent with the pattern of MBE spending in previous fiscal years, which were not impacted by the recarpeting project.

Looking ahead to FY02, we have adjusted our projected MBE expenditures slightly downward, eliminating the impact of the one-time expenditure in FY00, as well as the estimated 50% decrease in out-of-state travel necessitated by budget cuts and the Governor's spending directives. Additionally, FY02 spending will be somewhat atypical, as we had a number of vacancies (including Lt. Governor) for half the year, with a commensurate decrease in general discretionary overhead spending.

To meet our FY02 goal, we will continue working with MBE Vendors such as OT&T Travel Management, New England Office Supply, and CAM Office Services.

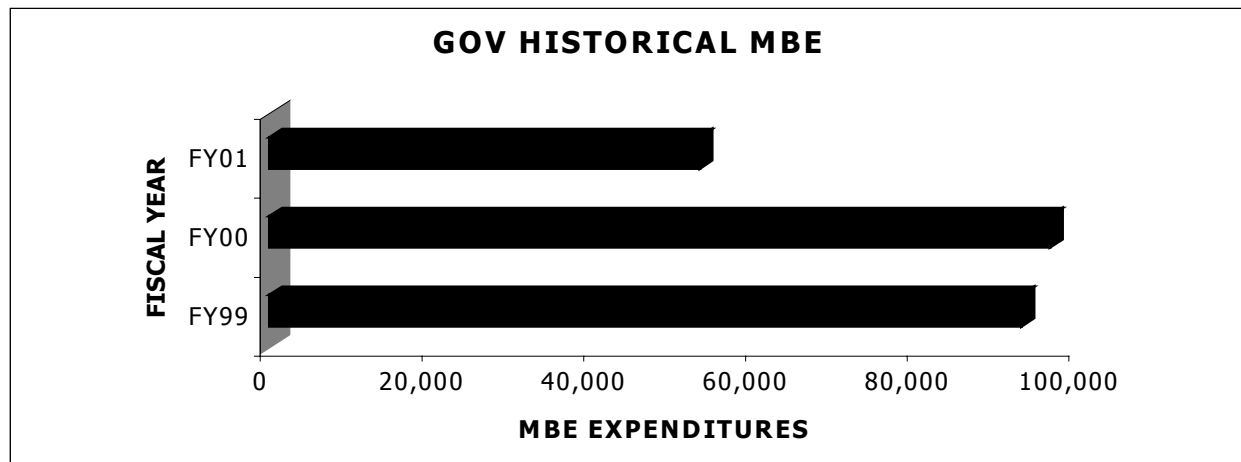
### **FY01 WBE Narrative**

We did not meet our WBE spending FY01 Benchmark of \$55,445. We significantly reduced our use of temporary help, which had been one of the major components of our WBE spending. We anticipate this decreased level of spending will continue throughout FY02 as well.

Note: For the Goods and Service information, please call Monsi Quinones at 617-720-3149.

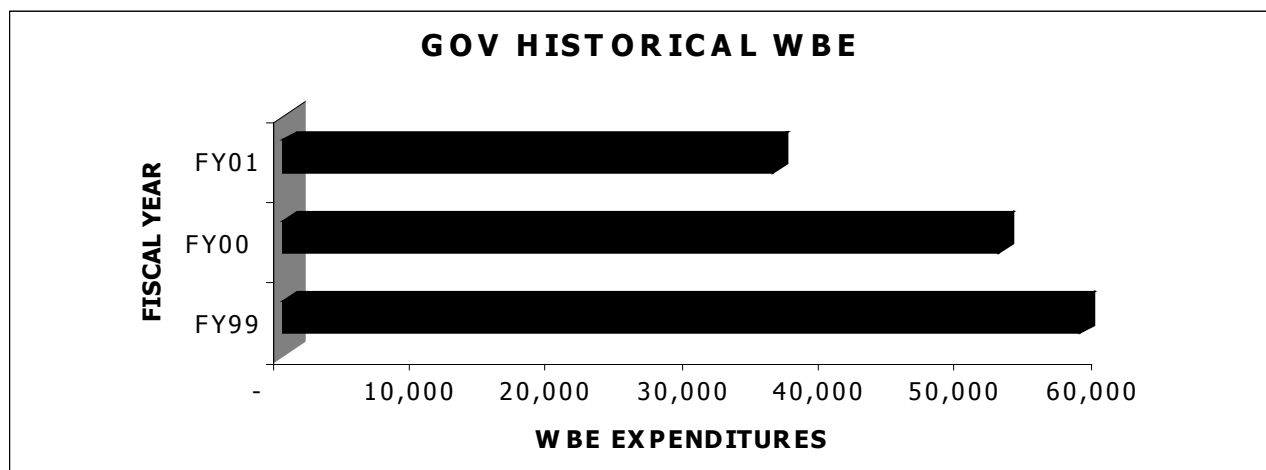
### Historical Spending Trend-Minority Business Enterprises (MBEs)

OFFICE OF THE GOVERNOR			
	FY99	FY00	FY01
Office of the Governor	92,956	96,485	53,184
<b>TOTAL</b>	<b>92,956</b>	<b>96,485</b>	<b>53,184</b>



### Historical Spending Trend-Women Business Enterprises (WBEs)

OFFICE OF THE GOVERNOR			
	FY99	FY00	FY01
Office of the Governor	58,428	52,462	35,906
<b>TOTAL</b>	<b>58,428</b>	<b>52,462</b>	<b>35,906</b>



## EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE

### Message from the Secretary

As Secretary of the Executive Office for Administration and Finance, I remain committed to the mission and objectives of Executive Order 390 and the Affirmative Market Program. During these difficult fiscal times it is of utmost importance that we continue to develop and foster business relationships with our minority-and women-owned businesses, as they are the backbone of our economy. With this in mind, I will ensure that the Operational Services Division, which currently houses the AMP, continues to encourage the use of M/WBEs on statewide contracts. To that end, we look forward to implementing new and innovative initiatives aimed at encouraging the full participation of Minority and Women Business Enterprises in all aspects of state contracting. I am confident that we will continue to provide economic development, technical assistance, and equal access opportunities to the Commonwealth's certified vendor community.

Kevin J. Sullivan  
Secretary

### Mission Statement

The Executive Office for Administration and Finance oversees the fiscal and administrative activities of the Executive Branch of state government. The Executive Office ensures the financial stability of state government by managing balanced operating and capital budgets.

Through its four administrative services divisions, (Information Technology Division, Fiscal Affairs Division, Operational Services Division, and the Human Resources Division), the Office of the Secretary enables line agencies to focus their energy on program development and delivering quality services to the Commonwealth. To that end, the Office provides line agencies with centralized expertise and processing in the technical support areas of information technology, fiscal policy, procurement, and human resources.

Other major functional areas under the supervision of the Office of the Secretary are: tax collection, child support enforcement, support to local municipalities, group insurance evaluation, state facilities construction, management and maintenance, and veteran services.

Also located within the Office of the Secretary is the Central Business Office (CBO). The CBO provides central administrative services to Administration and Finance agencies, allowing those agencies to focus more resources on their specific core service delivery areas.

### The Central Business Office (CBO) supported agencies are as follows:

- |   |                                      |
|---|--------------------------------------|
| • Executive Office for Administration Finance | • George Fingold Library             |
| • Admin. Agency for Developmental Disability  | • Human Resources Division           |
| • Administrative Law Appeals                  | • Information Technology Division    |
| • Appellate Tax Board                         | • Mass Commission Against Discr.     |
| • Bureau of State Office Buildings            | • Mass Office for Dispute Resolution |
| • Civil Service Commission                    | • Mass Office on Disability          |
| • Fiscal Affairs Division                     | • Operational Services Division      |

In addition to these departments, the following departments report to the Secretary of Administration and Finance;

- Group Insurance Division
- Department of Revenue
- Department of Veteran Services
- Massachusetts Teacher's Retirement Board
- Office of State Comptroller
- Division of Capital Asset Management & Maintenance
- Disabled Person's Protection Commission
- Public Employee Retirement Administration Commission
- Teacher's Retirement Board

### **Central Business Office-FY01 Overview**

Executive Order 390 states, "It is the policy of the Commonwealth to promote equality in the market and, to that end, to encourage full participation of minority and women owned businesses in all areas of state contracting, including contracts for construction, design, goods and services."

To support this initiative, in FY2001, the CBO was engaged in this program through various ways:

The CBO Budget Unit works with agency heads to develop realistic benchmarks. The unit also produces quarterly reports to track the progress of departments in meeting benchmarks developed in conjunction with and approved by the Executive Director of the Affirmative Market Program. These quarterly benchmark reports are provided to the agency heads whose procurement function we oversee. Similarly, the CBO Procurement Unit works with department liaisons to ensure the SOMWBA certified M/WBE vendors are used whenever possible. Both the Director of Budget and Accounts Payable and the Director of Procurement and Revenue:

- serve as AMP co-coordinators for all CBO customer departments; and
- are members of a focus group that is working on improving the AMP language used in Request for Responses (RFR), and providing necessary tools to enhance program performance.

The Director of Procurement and Revenue also facilitated a workshop in May 2001 at the Governor's 1<sup>st</sup> Annual AMP Recognition Day Event.

### **Narrative**

Although most of the purchases made by CBO supported administration agencies are for office supplies purchased from the blanket contractors, we are pleased to report that in FY2001, 73% of the CBO supported agencies exceeded the established MBE benchmarks and 80% exceeded the WBE established benchmarks.

### **Highlights**

The **Bureau of State Office Buildings** is in its third year of a major contract with Unicco Services. This contract includes AMP language to form a business partnership with a woman owned business, J&R Cleaning Service. In FY 2001, 24% or \$158,236.70 of the Unicco contract was subcontracted to J&R Cleaning Service.



As in past years, the **Operational Services Division** continues to exceed the MBE benchmark by purchasing \$235,380 worth of vehicles from Barron Chevrolet. However, we will no longer be able to account Barron Chevrolet towards our AMP benchmarks for FY02 and beyond as a non-minority vendor has recently purchased them.

### **ANF Reporting Agencies-FY01 Overview**

The Executive Office for Administration and Finance oversees 23 agencies under its Secretariat umbrella. While the Central Business Office oversees the purchasing function of 13 ANF agencies the other 10 agencies are responsible for their own procurement needs. The following ANF agencies have provided the AMP their own narrative based on their FY01 M/WBE benchmark and expenditure performance.

### **Disabled Persons Protection Commission**

During fiscal year 1999 and 2000, The Disabled Persons Protection Commission (DAC) was under-staffed and awaiting Human Resources Division (HRD) approval for the backfilling of numerous vacant positions. During fiscal year 2000, several positions were backfilled during the 4<sup>th</sup> quarter of the fiscal year. Because of the delays in backfills, DAC requested and was approved via Fiscal Affairs Division (FAD) subsidiary transfers from the payroll subsidiary to the lower subsidiaries. This money was then used to fund for expenditures of women-owned and minority business enterprises including laser toner cartridges, general office supplies, and recycling service vendors.

During fiscal year 2001, DAC requested the reclassification of five (5) bargaining unit positions to management. After many months of delays in the approval of the position changes, approval was eventually granted and substantial retroactive payments of salary increases were authorized as well. DAC was also able to backfill all vacant positions during this fiscal year. As such, the regular surplus in the payroll subsidiary was not available for transfer to the lower subsidiaries as originally projected.

In addition to being fully staffed at a 30 full-time employee (FTE) level in fiscal year 2001, DAC has spent its grant funding and significant time and effort on increasing public awareness of agency and our 24-hour abuse hotline. Through this awareness initiative, there has been a gradual and steady increase in hotline activity. This increase in hotline activity is reflected in dramatically higher obligations due which pay for the use of our 24-hour off-site hotline vendor. At the time it was determined a contract renewal was necessary, the Commission went through the appropriate bidding process and no women-owned or minority businesses responded to the RFP nor communicated any interest in bidding for the contract.

The Commission has also had an on-going problem with air quality and a general lack of proper air circulation in the office. For many months, consultants and HVAC specialists had been in the office to address this issue. One of the contributing factors to the poor air circulation was an inadequate ventilation system that did not provide enough fresh air for the space in which the Commission resides. As a result, additional ductwork was installed and additional electricity is required in order to allow the system to provide fresh air. This increase in electricity required more funds to pay for the Commission's electricity needs in fiscal year 2001.

In summation, funds that were earmarked for minority-and women-owned business enterprises were diverted to other object codes and/or subsidiaries in order to satisfy obligations that were beyond the Commission's control and vital to the Commission's ability to protect adults with disabilities from abuse by their caretakers.

The Commission is conscious of Executive Order 390 and staff is in place to ensure that women-owned and minority business enterprises are taken into consideration whenever making purchasing decisions. Realizing the importance of Executive Order 390, the Commission will continue to utilize minority-and women-owned businesses as funding allows.

### **Department of Revenue**

**The Department of Revenue (DOR) is an agency reporting its M/WBE expenditures and activities to the directors of the Affirmative Market Program.**

The Department of Revenue has put into place an Affirmative Market Program Enhancement Plan internally for DOR. Together the AMP Coordinator, Budget Analyst, and ARDM Unit will monitor quarterly the department expenditures both MBE/WBE in the MMARS warehouse. The Fiscal Report Summary will be posted on DORNET, DORNET is DOR's internal site for all department employees. We hope to coordinate a manager's meeting focusing on AMP to help educate and encourage support of the program throughout the agency.

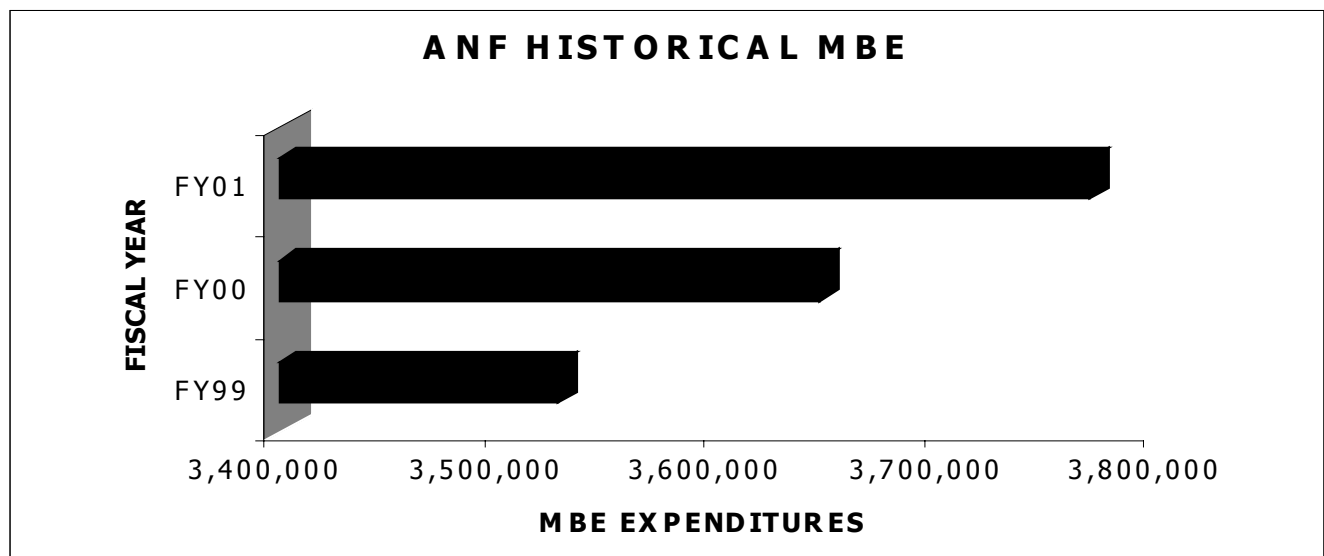
The Department of Revenue is aggressive in the goals set forth and makes an effort to maintain those goals within our commodity, services and Request for Response practices. In Fiscal 2001 DOR failed to meet its MBE benchmark by -\$88,179.00 and exceeded its WBE benchmark by +\$307,922.00.

It is a mission for DOR to meet its future fiscal 2002 AMP benchmark goals utilizing warehouse reports and personnel in accordance with our Enhancement Program.

**Historical Spending Trend-Minority Business Enterprises (MBEs)** Please call Monsi Quinones at 617-720-3149 for a hard copy of goods and services section of the report.

<b>EXECUTIVE OFFICE FOR ADMINISTRATION &amp; FINANCE</b>			
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
Executive Office For Administration & Finance	110,257	156,355	14,267
Administrative Agency for Developmental Disabilities	14,598	5,197	10,649
Administrative Law Appeals	2,756	1,678	1,555
Appellate Tax Board	5,796	13,281	6,927
Bureau of State Office Buildings	253,000	360,864	98,398
Central Business Office	9,078	4,345	13,026
Civil Service Commission	8,010	4,015	7,520
Commission Against Discrimination	47,765	55,324	49,583
Department of Revenue	1,640,051	1,339,045	1,071,061
Department of Veterans' Services	369,031	554,188	652,399
Disabled Persons Protection Commission	*	19,327	11,405
Division of Capital Asset Management & Maintenance	48,142	116,342	266,764
Fiscal Affairs Division	9,251	13,174	12,773
George Fingold Library	7,067	4,576	4,944
Group Insurance Commission	93,931	197,254	114,596
Human Resource Division	143,762	58,175	105,879
Information Technology Division	330,891	205,593	588,429
Office of Dispute Resolution	9,078	4,810	28,980
Office of the State Comptroller	194,383	81,565	107,326
Office on Disability	1,066	2,549	2,742
Operational Services Division	135,011	304,395	321,899
Public Employee Retirement Administration	24,112	17,943	19,363
Teacher's Retirement Board	70,494	125,929	258,493
<b>TOTAL</b>	<b>3,527,530</b>	<b>3,645,924</b>	<b>3,768,979</b>

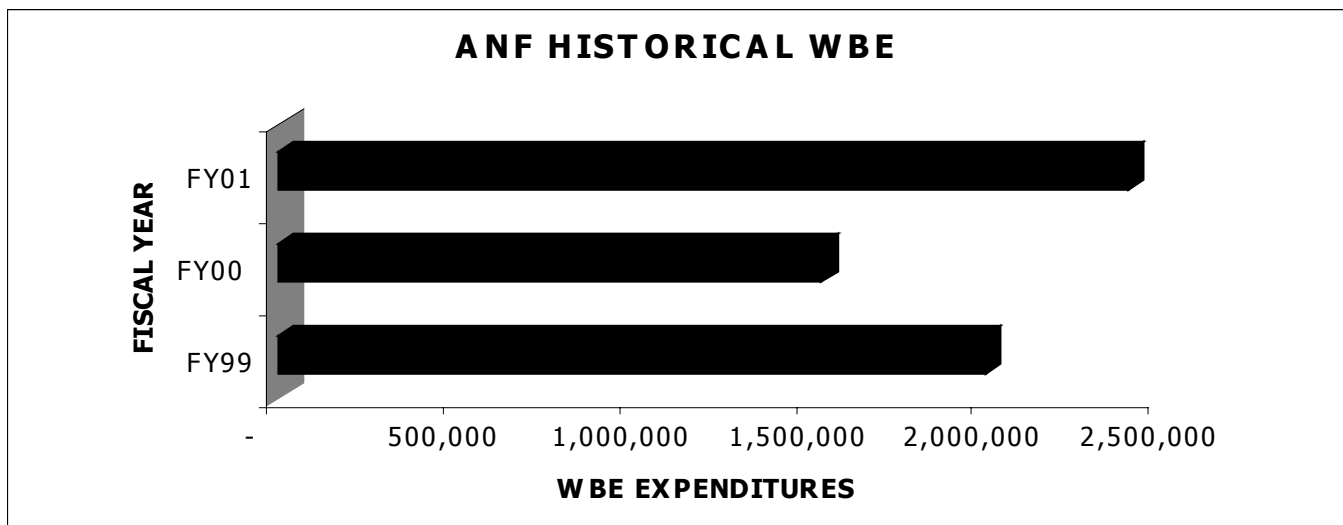
\*Did not participate in FY99.



## Historical Spending Trend-Women Business Enterprises (WBEs)

EXECUTIVE OFFICE FOR ADMINISTRATION & FINANCE			
	FY99	FY00	FY01
Executive Office for Administration & Finance	4,414	10,084	9,710
Admin. Agency for Developmental Disabilities	2,471	3,776	16,262
Administrative Law Appeals	2,686	795	1,555
Appellate Tax Board	5,208	12,039	4,551
Bureau of State Office Buildings	66,977	3,445	168,301
Central Business Office	8,975	3,571	11,034
Civil Service Commission	5,175	3,661	16,920
Commission Against Discrimination	14,965	12,211	12,755
Department of Revenue	983,625	711,199	943,551
Department of Veterans' Services	18,353	5,501	30,875
Disabled Persons Protection Commission	*	14,705	18,573
Division of Capital Asset Management & Maintenance	22,679	11,120	12,169
Fiscal Affairs Division	4,305	11,188	8,512
George Fingold Library	2,615	5,209	3,324
Group Insurance Commission	7,900	43,528	26,800
Human Resource Division	427,294	321,844	377,157
Information Technology Division	310,002	165,307	482,026
Office of Dispute Resolution	8,707	4,350	19,693
Office of the State Comptroller	15,868	121,868	114,239
Office on Disability	2,123	2,982	3,042
Operational Services Division	65,438	40,268	76,172
Public Employee Retirement Administration	20,089	15,555	22,055
Teacher's Retirement Board	6,494	16,599	30,151
<b>TOTAL</b>	<b>2,006,362</b>	<b>1,540,805</b>	<b>2,409,428</b>

\*Did not participate in FY99.



## **OPERATIONAL SERVICES DIVISION**

The Operational Services Division (OSD) is an oversight agency whose primary role is to coordinate the procurement activity for commodities and services, where appropriate, for the Commonwealth. The emphasis is on teaming with customers, enhancing service delivery, providing technical assistance and facilitating procurements. To successfully accomplish the coordination of procurements, OSD formed cross-functional Procurement Management Teams (PMTs) with departments to share in the responsibility for creating and monitoring best value contracts for commodities and services.

In FY02, the Affirmative Market Program joined OSD and has become an integral part of the organization. It seemed more appropriate to have the AMP Program at OSD, which will better serve the needs of the program, state departments, other public and quasi-public agencies. Additionally, it gives the AMP Program the opportunity to interact with Procurement Team Leaders, participate on Procurement Management Teams, provide input to procurement policy and have a direct link to the State Purchasing Agent.

### **MISSION STATEMENT**

To administer the procurement process by establishing statewide contracts for goods and services and to provide specific operational services (printing, vehicle management, federal/state surplus property and the auditing of health and human service contracts), that ensures best value, provides customer satisfaction and supports the socio-economic and environmental goals of the Commonwealth.

### **FY 2001 Expenditures on M/WBE Statewide Contracts for Goods and Services:**

For fiscal year 2001, there were a total of **118** SOMWBA certified MBE statewide contracts. Total statewide contract dollars spent with MBE contractors was **\$20,943,446**, which represents **5%** of the total dollars expended. The total dollars spent for WBE statewide contracts was **\$43,966,842**, which represents **11%** of the total dollars expended for FY01. There are **85** WBE contractors on statewide contract.

OSD is firmly committed to the Affirmative Market Program (AMP). To that end, OSD has designated the Deputy Purchasing Agent for Procurement and Specialized Services to oversee the program and work directly with the AMP Director to address and where practical, to facilitate the needs and concerns of the Affirmative Market Program in trying to meet their goals. OSD has accomplished the following:

- The establishment of an AMP Coordinators distribution list for OSD Updates, contract extensions, and other pertinent procurement information.
- Established an up to date M/WBE, SOMWBA certified statewide contract list on Comm-PASS.
- Extended an invitation to AMP Coordinators to participate on Procurement Management Teams.
- Participate on Procurement Management Teams to establish sub-contracting and ancillary service language to include, where appropriate, in solicitations.
- Established M/WBE sub-contracting opportunities on the Prime Grocer Contract.

**On-going Initiatives include, but are not limited to:**

- A re-write of the Affirmative Market Program in the OSD Policies and Procedures Handbook
- Reviewing the open enrollment process on statewide contracts to facilitate M/WBE vendors.
- Reviewing “best value” options to facilitate more M/WBE participation in statewide contracts.
- Review the SOMWBA web site for M/WBE vendors for participation in open solicitations and partnering opportunities.
- Working with the AMP Director to encourage M/WBE federally certified “DBE” vendors to become SOMWBA certified for participation on commodity and general services statewide contracts.
- Working with OSD, the AG and ANF Legal counsels to establish a defensible strategy that would allow us to develop AMP procurement language. This language will ultimately provide standards and guidance to departments and other participating state entities, when drafting contract language to maximize the inclusion of certified Minority and Women Business Enterprises (M/WBEs) in the Commonwealth’s procurement process.

## **DIVISION OF CAPITAL ASSET MANAGEMENT**

### **Message from the Commissioner**

As Commissioner of the Division of Capital Asset Management and Maintenance (DCAM) I am pleased to present DCAM's report on minority and women business participation in agency design and construction projects for Fiscal Year 2001. DCAM has a long-standing history of providing opportunities for real and meaningful participation by minority and women owned business in its design and construction projects. We are committed to the continuation of DCAM's leadership role in this area by ensuring the inclusion of minority and women businesses on agency projects. We aim to ensure that the public dollars spent on the Commonwealth's construction projects are available to be shared by all of its citizens. In addition to providing opportunities for participation in ongoing agency projects, DCAM works with minority and women owned businesses and organizations to provide the information they need in order to participate in public construction projects. Finally, DCAM is committed to providing minorities, women and other diverse individuals with employment opportunities with our agency and creating a positive work environment for all of its personnel.

**David B. Perini**  
**Commissioner**

### **Mission Statement**

The Division of Capital Asset Management and Maintenance's ("DCAM") mission is to serve the citizens of the Commonwealth by providing comprehensive public-building construction and real estate services to state agencies. DCAM's scope of services includes planning, design, construction, capital repairs and improvements, contractor certification and compliance, leasing, asset management, acquisition and disposition. Formerly known as the Division of Capital Planning and Operations, the agency was created in 1980 as part of the Ward Commission reforms. DCAM fulfills its mission by working in close collaboration with its clients to support their needs and objectives and does so in accordance with the highest professional and technical standards.

### **A Long-Standing Commitment to M/WBE Participation**

For almost 20 years, DCAM has included provisions for both MBE and WBE participation in its construction contracts. Most of the M/WBE participation on DCAM projects is provided by M/WBE subcontractors because state law requires the award of construction contracts to the lowest eligible and responsible general bidder. Under Executive Order 237, DCAM included MBE participation goals in its design contracts, which account for most of DCAM's service contract spending. Under Executive Order 390, DCAM added WBE participation goals to its design contracts and now has provisions for both MBE and WBE participation in its design contracts.

In addition to the Executive Orders, DCAM is subject to statutory requirements concerning M/WBE participation in construction contracts. General Laws Chapter 7, § 40N established goals of 5% MBE participation and 5% WBE participation on capital facilities projects awarded by DCAM, subject however, to reduction or waiver where the size, nature or location of a project makes achieving such a level of MBE or WBE participation infeasible. In 1996, DCAM commissioned a disparity study to determine the extent to which racial and gender

discrimination had limited the participation of M/WBEs in building construction projects of the type undertaken by DCAM; to assess the availability of M/WBEs to perform DCAM projects; and to provide guidance in establishing goals for M/WBE participation on DCAM projects. Based on the results of the disparity study, and pursuant to Executive Order 390, Chapter 7, and relevant U.S. Supreme Court decisions, DCAM established goals of 7.4% for MBE participation and 4% for WBE participation on its construction projects.

In addition, goals of 8% for MBE participation and 4% for WBE participation were established on all design contracts. All M/WBE construction and design goals are also subject to reduction or waiver based upon project specific circumstances.

At DCAM achieving contract M/WBE goals is a priority. No construction or design contract with M/WBE goals is awarded by DCAM unless a schedule of M/WBE participants is submitted showing that the applicable M/WBE goals for the contract will be met. Once the project is underway, DCAM closely monitors the contractor's performance to ensure that the M/WBE participation goal is reached or exceeded and that all M/WBE subcontractors perform the work for which they are paid. DCAM's compliance officers, engineers, project managers, and legal staff all participate in this effort. If DCAM determines that the M/WBE participation goals have not been met, it can and does assess monetary damages against the contractor or designer and may pursue other legal avenues as well.

### **Expanded Outreach to MBEs and WBEs**

DCAM remains committed to creating opportunities for MBEs and WBEs to work on state construction and design projects. To that end, in FY01 DCAM engaged in efforts designed to expand the pool of MBEs and WBEs on our projects. In November 2001, DCAM held a seminar specifically designed to better inform MBE and WBE design and engineering firms about the selection and bidding procedures used on DCAM design projects. Over 50 people representing over 40 firms and organizations attended. DCAM continues to provide these firms with information about upcoming design project opportunities. As part of the agency's outreach efforts, DCAM Compliance staff also serve as panelists on M/WBE vendor workshops coordinated by the Commonwealth's Affirmative Market Program. In FY2002, DCAM hopes to increase its M/WBE education and outreach programs.

### **FY01 MBE Narrative**

In FY01 over 53 MBE construction and design firms participated on DCAM projects. DCAM awarded 43 new contracts for construction and renovation projects in FY01. MBEs were scheduled to receive \$14,188,441 on these projects, accounting for 9.68% of the total construction contract dollars awarded to general contractors. The following are some of the construction subcontracts awarded to MBEs in FY01:

<b><u>MBE Firm</u></b>	<b><u>Project</u></b>	<b><u>Contract</u></b>	<b><u>Value</u></b>
A.C. Electrical	Dining Hall Renovation & Addition, Mass. College Of Art	Electrical Filed Sub-bidder	\$214,250
Dormon Construction	New Academic Building North Shore Community College	Drywall	\$1,100,000



Taunton Electrical	Air Quality Improvements Wrentham District Courthouse	Electrical	\$135,000
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In FY01, payments made to MBE construction contractors and subcontractors (under both contracts that were newly awarded in FY01 and contracts that extended into FY01 but were awarded in prior years) were also substantial. MBEs on DCAM construction projects received payments totaling \$10,502,152 in FY01, exceeding project goals across all contracts by over \$4,642,693.<sup>1</sup>

With respect to design, during FY01 DCAM awarded 39 new design contracts. MBE designers and subconsultants were scheduled to receive \$1,223,968, accounting for 12.88% of the total design contract dollars awarded in FY 01. Payments to MBE designers and subconsultants on new FY01 contracts and existing contracts extending into FY01 totaled \$1,425,101.

### **FY01 WBE Narrative**

In FY01 over 60 WBE construction and design firms participated on DCAM projects. WBEs were scheduled to receive \$6,933,364 of the construction contract dollars awarded by DCAM in FY 01, accounting for 4.73% of the total value of construction contract awards. The following are some of the subcontracts awarded to WBEs in FY01:

<b><u>WBE Firm</u></b>	<b><u>Project</u></b>	<b><u>Contract</u></b>	<b><u>Value</u></b>
Bowditch & Marinelli, Inc.	Worcester DYS Modular Facility	Painting	\$ 79,700
Jac-Lynn Steel	New Campus Center University of Massachusetts Boston	Rebar Work	\$895,128
Middleboro RediMix, Inc. dba REMCO Concrete	New Field House Bridgewater State College	Concrete ready mix	\$220,031

In FY01 WBEs on DCAM construction projects received payments totaling \$4,656,303. The payments to WBEs exceeded project goals on an agency wide basis.

On design projects awarded in FY01 WBE designers and subconsultants were scheduled to receive \$1,223,016, accounting for 12.87% of the total design contract dollars awarded. Payments to WBE designers and subconsultants on new FY01 contacts and existing contracts extending into FY01 totaled \$677,470.

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<sup>1</sup> Payments to M/WBE subcontractors are reported to DCAM quarterly by the prime contractor and designer on each contract. DCAM's M/WBE payment data is based on the information available to DCAM at the time its fiscal year reports are compiled. Many DCAM projects are performed over several fiscal years. Therefore, a portion of the M/WBE payments reported by general contractors and prime design firms in FY01 are for projects awarded during prior fiscal years.

## **EXECUTIVE OFFICE OF ELDER AFFAIRS**

### **Message from the Secretary**

The community-based programs for elders managed by the Executive Office of Elder Affairs have always included significant participation by minority- and women-owned businesses and non-profit organizations. Elder Affairs' FY 2001 spending with MBEs and WBEs reflects the continuing strength of this participation. The future expansion and evolution of these community-based programs to meet the needs of our growing elderly population will provide even further opportunities for minority- and women-owned businesses and non-profit organizations. Elder Affairs is committed to providing these opportunities in FY 2002 and beyond through the Affirmative Market Program established by Executive Order 390.

**Lillian Glickman**  
**Secretary**

### **Mission Statement**

The mission of the Executive Office of Elder Affairs is to promote the dignity, independence and rights of Massachusetts elders, and to support their families, through advocacy and the development and management of programs and services. The agency administers its community-based programs and services primarily through a network of local Councils on Aging and nutrition projects, regional home care corporations known as Aging Services Access Points and with the assistance of thousands of dedicated volunteers across the Commonwealth.

### **FY01 MBE Narrative**

Most of Elder Affairs' budget is expended through non-profit organizations and municipal Councils on Aging for community-based services to elders, especially to frail, low-income elders who need assistance to continue to live safely in their own homes. Of the \$242 million Elder Affairs expended in FY01, \$222 million—nearly 92%—went for grants and contracts to provide such services. Elder Affairs' continuing high level of MBE expenditures in FY01—6% of total spending—reflects the continued importance of minority vendors in the Home Care program and related community-based services for frail elders. Central Boston Elder Services, a minority non-profit organization, is one of the largest of the state's 27 Aging Services Access Points (ASAPs), which manage the Home Care, Respite Care, Managed Care in Housing, Enhanced Community Options, and Chronic Care Enhanced Services programs at the local level and coordinate community-based long-term care to help elders remain safely at home and avoid costly and less preferred institutional care.

ASAPs serve as prime contractors for the community-based long-term care programs funded by Elder Affairs, subcontracting with service providers to meet the needs of elderly clients as identified in the ASAPs' case management and service planning processes. Minority vendors continue to provide these subcontracted services as well. Two of the state's largest providers of homemaker and personal care services (the most frequently used Home Care services) are certified minority vendors. Elder Affairs' FY01 report reflects \$2.3 million in subcontracted expenditures in addition to direct expenditures for services, about 16% of total MBE spending.

Elder Affairs' discretionary spending for operations is a very small fraction of our total budget, but we continue to use minority vendors wherever possible for operational purchases. In FY01,

over 5% of Elder Affairs' expenditures for administrative expenses and equipment were with MBEs.

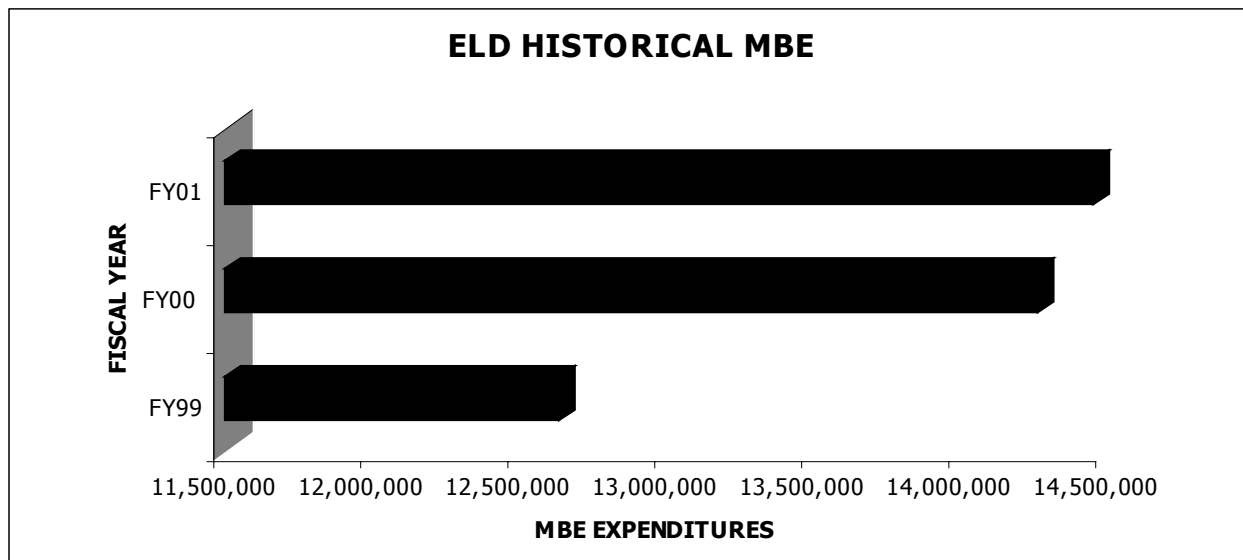
### **FY01 WBE Narrative**

WBEs as well as MBEs are well represented among providers of homemaker and personal care services to frail elders, with \$3.3 million in spending reported with WBE subcontractors, about 96% of Elder Affairs' total WBE spending. Three WBE subcontractors are also MBEs; \$2 million in spending with these three subcontractors is reported in both categories.

Elder Affairs' FY01 spending with WBEs also includes a new purchase-of-service contract of \$125,000 with the Committee to End Elder Homelessness, a certified non-profit WBE, to serve homeless elders in the City of Boston.

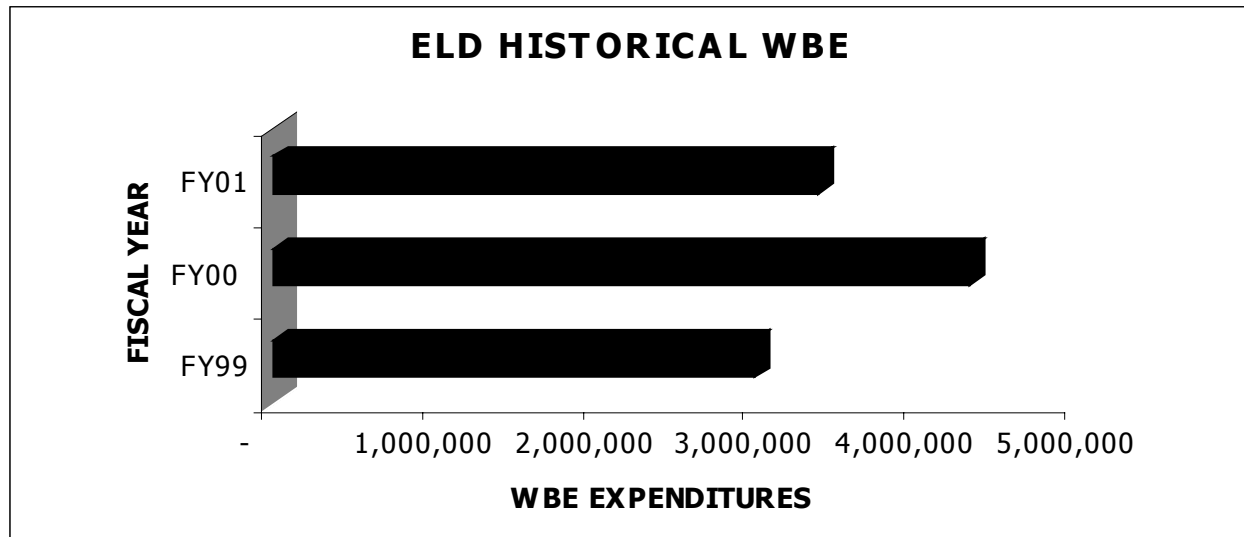
### **Historical Spending Trend-Minority Business Enterprises (MBEs)**

<b>EXECUTIVE OFFICE OF ELDER AFFAIRS</b>			
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
Executive Office of Elder Affairs	12,636,009	14,258,840	14,446,596
<b>TOTAL</b>	<b>12,636,009</b>	<b>14,258,840</b>	<b>14,446,596</b>



## Historical Spending Trend-Women Business Enterprises (WBEs)

<b>EXECUTIVE OFFICE OF ELDER AFFAIRS</b>			
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
Executive Office of Elder Affairs	2,999,882	4,343,074	3,392,356
<b>TOTAL</b>	<b>2,999,882</b>	<b>4,343,074</b>	<b>3,392,356</b>



## **EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS**

### **Message from the Secretary**

Since assuming the post of Secretary of Environmental Affairs in January of 1999, I have established as a high priority to explore new ways in which the Executive Office of Environmental Affairs (EOEA) may aggressively expand opportunities for minority-and women-owned businesses. Thus, I have assigned my Assistant Secretary of Administration and Finance to work closely with the five EOEA agencies in coordinating, developing and implementing outreach programs for MBEs and WBEs businesses. The EOEA Assistant Secretary will play a major role in working with our agencies to develop strategies leading to business opportunities for M/WBEs with EOEA agencies.

The Secretariat remains committed to working diligently with the Administration in expanding opportunities for women, minorities, and disadvantaged businesses. In FY2001, we will undertake new initiatives, Community Preservation, Environmental Justice and Lifeguard Training Programs, which build upon and go beyond the AMP goals. These will focus our efforts on traditionally disadvantaged communities.

**Bob Durand**  
**Secretary**

### **Mission Statement**

The Executive Office of Environmental Affairs seeks to preserve and enhance the quality of life in Massachusetts by protecting the environment and conserving natural resources. The secretariat consists of the Executive Office and five agencies:

- Department of Environmental Protection (DEP)
- Department of Food and Agriculture (DFA)
- Department of Fisheries, Wildlife and Environmental Law Enforcement (DFWELE)
- Department of Environmental Management (DEM)
- Metropolitan District Commission (MDC).

EOEA's mandate is stated in Article XCVII of the Massachusetts Constitution: "The people shall have the right to clean air and water, freedom from excessive and unnecessary noise, and the natural, scenic, historic, and aesthetic qualities of their environment; and the protection of the people in their right to the conservation, development, and utilization of the agricultural, mineral, forest, water, air and other natural resources is hereby declared to be a public purpose." To meet its mission, EOEA seeks to improve, refocus, and move beyond "traditional" regulatory approaches that have been relied upon in the past. Through this new approach, EOEA will work to empower and encourage decision-makers at the individual, corporate, community, watershed, and state levels to reduce and eliminate adverse environmental impacts as a way of reaching environmental excellence and economic sustainability.

To create this new system, EOEa will focus its efforts in the following areas:

- **Environmental Education:** Reconnecting people to the natural world and the collection and dissemination of sound, scientific, usable data on the state of our natural resources and environmental performance.
- **Community Preservation:** Encouraging and empowering local decision making that preserves and enhances quality of life, community by community.
- **The Watershed Initiative and Open Space Protection:** Nurturing and fully implementing the Watershed Initiative to build capacity for sound regional decision making and to save the land first.
- **Biodiversity:** Considering biological conservation and ecosystem protection in all decision making.
- **Pollution Prevention:** Protecting public health and the environment by targeting resources at today's risks and by encouraging environmental excellence and sound stewardship.

### **Overview of Secretariat Agencies**

The **Department of Environmental Management** is the state's primary land management and natural resources planning agency. DEM is responsible for the care and oversight of the natural, cultural, and historic resources of the Commonwealth and to provide quality public recreational opportunities which are environmentally sound, affordable, and accessible to all citizens. It manages 285,000 acres from Mt. Greylock, the state's highest peak, to beaches on Cape Cod. Its statewide holdings include forests, beaches, lakes and ponds where the public can swim, fish, hike, camp, sightsee and picnic. In addition to operating and managing these facilities, DEM performs resource assessments, planning, design, construction and scientific services.

The **Department of Environmental Protection** is the state agency responsible for protecting human health and the environment by ensuring clean air and water, the safe management and disposal of solid and hazardous wastes, the timely cleanup of hazardous waste sites and spills, and the preservation of wetlands and coastal resources. DEP's role under Article 97 of the Massachusetts Constitution is the guarantor of the people's right to "clean air and water", as well as "the natural scenic, historic and aesthetic qualities of the environment

The **Department of Fisheries, Wildlife, and Environmental Law Enforcement** is the state agency responsible for the management and protection of the state's fisheries and wildlife, including rare and endangered species. The agency undertakes river protection and monitoring efforts, and provides boat and canoe access at over 200 sites on coastal waters, Great Ponds and rivers. The Division of Marine Fisheries is concerned with both commercial and recreational aspects of the fisheries including shellfishing and lobstering). The Massachusetts Wildlife Division is responsible for protecting wildlife and fisheries habitat for all kinds of creatures and providing outdoor recreation opportunities for people. The Massachusetts Environmental Police Division is responsible for enforcing environmental laws, licensing and registering boats and recreational vehicles and conducting programs on hunter and boater safety.

The **Metropolitan District Commission** is the metropolitan park network that extends from King's Beach and Breakheart Reservation on the north to the Blue Hills Reservation in the south; from the Boston Harbor Islands in the east to the Elm Bank Reservation in Dover to the west. Almost 20,000 acres of woodlands, wetlands, and urban parklands comprise this system. Among the natural and recreational resources of the Metropolitan Parks System are: salt and freshwater beaches, skating rinks, tennis courts, swimming pools, athletic fields, bicycle/jogging paths, playgrounds, bandstands and music shells (including the Hatch Memorial Shell on the Charles River Esplanade), historic sites and museums, woodland reservations, river reservations, golf courses, downhill ski area, and 162 miles of parkways linking the parks and reservations. The MDC also manages a 120,000-acre watershed and reservoir system that provides water for 2.5 million people. The Metropolitan Park System encompasses open space within the thirty-four cities and towns in metropolitan Boston.

The **Department of Food and Agriculture's** mission is to support, promote and enhance the long-term viability of Massachusetts agriculture with the aim of helping this state's agricultural businesses become as economically and environmentally sound as possible. By so doing, it is hoped that our farmers will continue to support and maintain thousands of acres of valuable open space for the benefit of the state's economy and environment. The Department's divisions and bureaus are working to fulfill this mission through a variety of initiatives and programs.

#### **FY01 MBE Narrative**

Results for FY01 were an improvement for EOE agencies on the MBE side of the Affirmative Market Program. In comparison to the FY99-00 two-year average, MBE spending was up 10% secretariat wide. Four agencies (ENV, DEM, DEP, and SRB) showed marked improvements, while the remaining agencies showed declines (DFWELE, MDC, DFA). Overall, the Secretariat fell only .7% short of its FY01 MBE benchmark. Based on these results, certain EOE agencies will need to redouble their efforts in aggressively identifying, pursuing, and doing business with MBE vendors.

The Department of Environmental Management (DEM) achieved the following Affirmative Market Program expenditure profile for goods and services: MBE benchmark exceeded by 63%. About half of this year's MBE spending can be attributed to one-time atypical costs which do not regularly appear in the Department's spending. These include the use of Mistry Associates to provide surveyor services for the Westport Town Pier, purchases of equipment and supplies from New England Office Supply for the January 2001 relocation of the Boston Office, and the use of OT&T Travel Management by staff attending national conferences.

In addition, DEM met or exceeded its targets for design and construction services:

- 13% of all DEM construction expenditures were by minority-and women-owned businesses, either as general contractors or as subcontractors;
- 9% of all DEM design expenditures were by minority-and women-owned businesses.

The Department of Environmental Protection (DEP) continues to strive to improve opportunities for Minority Business Enterprise (MBE) vendors. Over the past year, DEP has increased its efforts and as a result was able to meet and exceed the FY 01 benchmark. While the MBE goal was set at \$528,211.00, the agency was able to achieve \$584,676.00. In an effort to improve

performance and participation, DEP has implemented a Procurement Plan to serve as a tool to aid managers in becoming proactive in planning for and achieving participation of MBEs.

During fiscal year 2001, the Metropolitan District Commission's purchases of goods and services from MBEs totaled \$198,487. The benchmark set by the MDC for that category of spending was \$363,543. The MDC reached 54.5% of its goal. The primary reason that MDC expenditures with MBEs did not meet the benchmark is that there was less spending from FY00 to FY01 with two key vendors. In FY00, the MDC spent \$85,509 with New Bedford Flooring. There was no spending with this vendor in FY01. In FY00, the MDC spent \$122,965 with New England Office Supply. In FY01, The MDC spent \$81,084, \$41,880 less than in FY01. In addition, \$20,543 was spent for temporary help services in FY00. There were no dollars expended for temporary help services from MBEs in FY01.

There was a quite a difference between MDC expenditures with MBEs in FY00 compared to FY01. In FY00, the MDC spent \$301,616; in FY01, \$198,487 was expended. The difference is attributed to MDC's compliance with directives in FY01-FY02 that required reductions in spending and other cost cutting measures. The inability to meet the benchmark for MBE spending in FY01 was caused by setting a benchmark that did not match the fiscal reality.

Relative to MBE spending, DFA's FY2001 expenditures exceeded the FY99-00 two-year average by \$8,511 or 20%. However, FY2001 MBE spending fell short of the benchmark estimate by \$2,704 or 7%. Reductions in temporary services and out-of-state travel further impacted FY2001 MBE results due to funding constraints; this trend is expected to continue.

Within the Executive Office (ENV), the passage of the Community Preservation Act and Executive Order 418 resulted in a nearly 35% increase over the 2 year average. This exceeded our FY01 Benchmark goal.

### **FY01 WBE Narrative**

The results of FY01 WBE activities were much better than the FY01 MBE results for EOEA. Our FY01 expenditures exceeded our FY99-00 two-year average by over 14%. As with the MBE results, only three agencies (ENV, DEM, SRB) exceeded their benchmarks. This overall slight decline was a result in part of four agencies (DEP, DFWELE, DFA, MDC) placing aggressive benchmark goals they did not meet.

- DEM achieved the following Affirmative Market Program expenditure profile for goods and services: WBE benchmark exceeded by 17%.

The DEP continues to demonstrate significant progress at improving opportunities of Women Business Enterprise (WBE) vendors. Over the past year, DEP has continued in its efforts to meet its FY01 benchmark, unfortunately, DEP fell slightly short of the \$302,304.00 benchmark. As a result, DEP is redoubling its efforts to improve performance and participation. To that end, DEP has implemented a Procurement Plan to serve as a tool to aid managers in becoming proactive in planning for and achieving participation of WBE's.

The total expended by the MDC to purchase goods and services from women owned businesses (WBEs) amounted to \$402,299. The benchmark for expenditures of goods and services with



WBEs was established at \$470,404. The MDC reached 85.5% of its goal in attempting to reach the benchmark. Expenditures with WBEs in FY00 compared to expenditures in FY01 were nearly the same. In FY00, the MDC spent \$401,797 and in FY01, the spent \$402,299. As was the case with the benchmark for MBEs, the inability to reach the benchmark of \$470,404 for WBEs was due to inability to realistically set the benchmark in FY01. We may have been too aggressive and too optimistic in making projections and setting benchmarks.

The MDC should also be recognized for the expenditure of additional dollars with M/WBEs for construction activity. In FY01, the MDC spent \$805,406 with minority construction firms and \$3,647,000 with women owned construction companies.

WBE FY2001 spending fell short of both DFA's two-year averages and benchmark goals. WBE's FY2001 spending figures were \$87,740 or 83% less than the two-year average and \$101,541 or 84% less than the benchmark estimate. The FY2001 decline in WBE spending was significantly influenced by a marketing contract related to one advertising vendor, Moore & Isherwood, which was completed in FY2000. Reductions in temporary services and out-of-state travel further impacted FY2001 WBE results due to funding constraints; this trend is expected to continue.

Within the Executive Office (ENV), the increase in WBE opportunities was substantial for FY01. ENV experienced an 187% increase over the 2 year average and a 140% over its FY01 Benchmark goal. A major component of this increase in WBE expenditures was the purchase of GIS services. While this was a one time lift in service purchase as a result of data needs required by the passage of the Community Preservation Act and Executive Order 418, it points to a business opportunity area with broad potential both inside and outside state government.

### **Accomplishment and Initiatives**

EOEA has made significant progress over the last year on a number of critically important issues.

- Water supply management  
Stepped up our efforts to protect watershed lands for future water supply needs, developed guidance to help communities manage peak summer water demands. Additionally, EOEA has created a state Drought Management Plan and an inter-agency Drought Advisory Task Force to help us manage the increased potential for water shortages due to growth and changing weather patterns.
- Open space protection  
Protected more than 100,000 acres of land over the last three years, surpassing the halfway point of the Governor's goal to protect 200,000 acres of open space by the year 2010.
- Reducing toxics  
Worked with over 360 pharmacies across the state to conduct a mercury thermometer exchange program that collected more than 85,000 thermometers statewide, and during the collection, Governor Swift signed into law legislation that bans the sale of mercury thermometers in the Commonwealth.
- Air quality issues  
Governor Swift unveiled strict new regulations that clean up the state's six oldest and dirtiest power plants, affirming Massachusetts' position as the nation's leader in fighting

air pollution and reducing pollutants that contribute to acid rain, haze, and global climate change.

### **FY01 Comments on the Affirmative Market Program**

The agencies of the Executive Office of Environmental Affairs (EOEA) employ a variety of administrative tools to aggressively expand opportunities for minority-and women-owned businesses. The staff of each agency has developed various institutional strategies directed toward increasing business opportunities for M/WBEs with EOEA agencies.

The Department of Environmental Management continues its practice of researching each planned purchase for eligible SOMWBA certified vendors. In addition, DEM utilizes their central RFR Review Team to research each RFR for potential M/WBE vendors prior to advertising and posting on Comm-PASS.

In DEP, the Contract Compliance Unit continues to be an advocate for improving opportunities for minority-and women-owned businesses. One of the ways this is accomplished is by implementing measures to keep cost center managers, bureau directors and senior management informed of DEP's progress by providing progress reports and in-house training. In addition, the implementation of a Procurement Plan will be an invaluable diagnostic tool in monitoring, projecting, achieving and exceeding M/WBE goals. DEP continues to build a strong partnership with the M/WBE community by disseminating information and acting as a liaison between M/WBE vendors, the State Office of Minority and Women Business Assistance (SOMWBA), the US Environmental Protection Agency's (US EPA) Disadvantage Business Enterprise (DBE) Program and the Commonwealth's Affirmative Market Program (AMP).

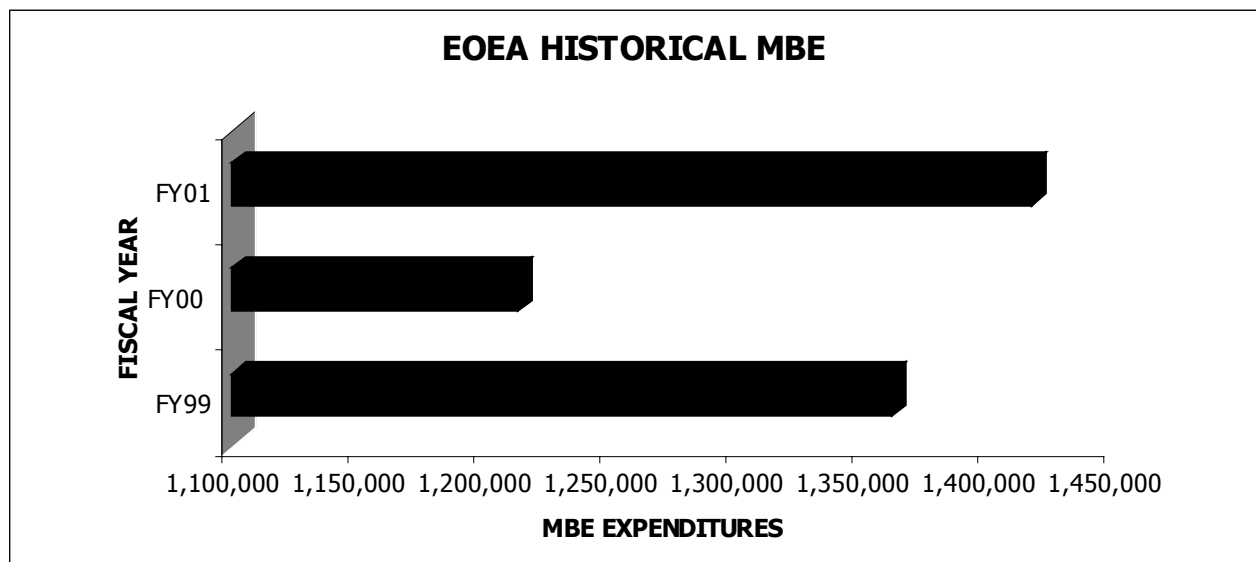
The Metropolitan District Commission remains committed to the Affirmative Market Program and will continue to seek opportunities to improve access for MBE and WBE vendors in all areas of contracting including goods, services, construction and design. The MDC utilizes Comm-PASS to publicize its RFRs and seeks ways to promote the development and growth of M/WBEs that can only respond to requests for small procurements.

For DFA, FY2001 further demonstrated the need for the agricultural industry's commodity groups, associations, and farm businesses to become recognized as M/WBE's through SOMWBA certification. While the Department awards funds to many entities that would benefit from SOMWBA certification no appropriately recognized organization applied for funding. The Department consistently communicates the benefits of SOMWBA certification to the agricultural industry.

Within the Executive Office (ENV) itself, all Requests for Response (RFR) include a clause (item 15) which describes the Affirmative Market Program and encourages M/WBE to bid and, if not already SOMWBA-certified, directs them to SOMWBA. It is believed this initiative will contribute toward improvement of our future MBE and WBE vendor use. With respect to purchases from both price agreements and master service agreements, staff is encouraged to give greater consideration to M/WBE vendors.

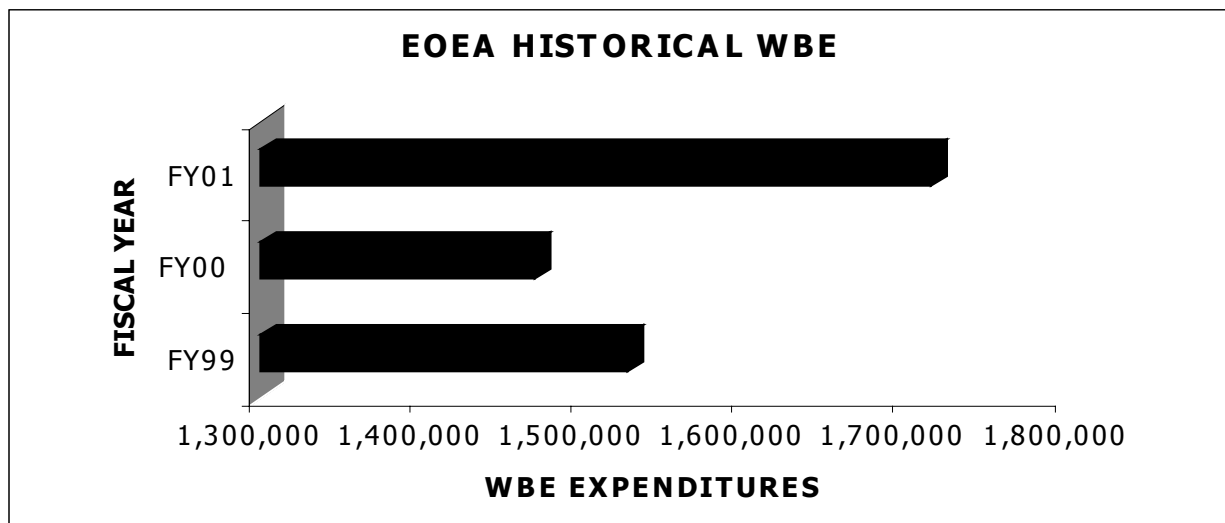
## Historical Spending Trend-Minority Business Enterprises (MBEs)

<b>EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS</b>			
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
Executive Office of Environmental Affairs	128,663	109,147	158,456
Environmental Management	183,961	124,871	276,653
Environmental Protection	531,126	569,124	586,011
Fisheries and Wildlife	84,254	68,904	129,003
Food and Agriculture	20,676	36,199	34,245
Metropolitan District Commission	405,470	301,616	198,487
State Reclamation Board	7,795	3,696	34,373
<b>TOTAL</b>	<b>1,361,945</b>	<b>1,213,558</b>	<b>1,417,227</b>



## Historical Spending Trend-Women Business Enterprises (WBEs)

<b>EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS</b>			
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
Executive Office of Environmental Affairs	172,584	126,790	430,198
Environmental Management	253,583	452,642	462,835
Environmental Protection	302,353	302,255	278,068
Fisheries and Wildlife	128,071	107,737	113,296
Food and Agriculture	143,907	72,230	18,329
Metropolitan District Commission	519,010	401,797	402,299
State Reclamation Board	8,958	7,381	11,609
<b>TOTAL</b>	<b>1,528,466</b>	<b>1,470,832</b>	<b>1,716,633</b>



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# **DEPARTMENT OF ENVIRONMENTAL MANAGEMENT**

## **CONSTRUCTION & DESIGN**

\* DEM will not be reporting construction and design awards for FY01. At the present time DEM does not have a system to isolate this information.

## **EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES**

### **Message from the Secretary**

The Executive Office of Health and Human Services and its agencies are responsible for the provision of health and human services to the citizens of the Commonwealth. We firmly believe that our neighborhoods will be strengthened through their exposure to a diverse provider network. That is why we are committed to the participation of Minority and Women Business Enterprises (M/WBEs) in the provision of these services and are always seeking ways of increasing M/WBE participation.

We are committed to changing the way we outreach MBEs and WBEs within our agencies by encouraging greater creativity and personal involvement of our staff in the contracting process.

**Robert P. Gittens**  
**Secretary**

### **Mission Statement**

The Executive Office of Health and Human Services (EOHHS) oversees essential health, social, disability, childcare, and juvenile crime prevention programs for residents of the Commonwealth and employs 26,000 staff. EOHHS and its agencies provide services through state operated programs, contracts with private organizations, and direct benefit payments. This Secretariat, the largest in the Governor's cabinet, includes a total of fifteen departments, and leads the way in expenditures with Minority and Women owned businesses.

### **Minority Business Spending**

During this fiscal year Secretariat agencies have continued to improve their Minority Business Enterprise (MBE) expenditures, which totaled \$142,676,673, exceeding our spending benchmarks (\$111,786,612), set according to Executive Order 390, by \$30,890,691. Our FY 2001 MBE expenditures represent more than 81% of all MBE expenditures for goods and services for the Commonwealth's Executive Branch.

Twelve agencies exceeded, and in some cases, quadrupled their MBE benchmarks: the Executive Office (EOHHS), the Department of Mental Health (DMH), the Department of Mental Retardation (DMR), the Department of Public Health (DPH), the Department of Transitional Assistance (DTA), the Department of Social Services (DSS), the Department of Youth Services (DYS), the Division of Health Care Finance and Policy (HCFP), the Massachusetts Rehabilitation Commission (MRC), the Chelsea Soldiers' Home (SHC), the Office for Child Care Services (OCCS) and the Massachusetts Commission for the Blind (MCB).

### **Women Business Spending**

This was our third year of actively and systematically outreaching to Women Business Enterprises (WBEs) and setting parallel benchmarks to those of MBEs, as mandated by Executive Order 390. We spent \$104,581,044 on WBEs, exceeding our benchmark (\$73,341,793) by \$31,239,251. This represents 82.76% of the executive branch expenditures with WBEs in goods and services.

Ten agencies either met or increased their WBE benchmarks: the Department of Mental Health (DMH), the Department of Mental Retardation (DMR), the Department of Social Services (DSS), the Department of Public Health (DPH), the Department of Transitional Assistance (DTA), the Department of Youth Services (DYS), the Holyoke Soldiers' Home (SHH), the Massachusetts Commission for the Blind (MCB), the Massachusetts Rehabilitation Commission (MRC) and the Office for Child Care Services (OCCS).

#### Accomplishments and Initiatives

Executive Order 390 promotes equality in the public sector market place and seeks to enhance the participation of minority-and women-owned businesses in that market place. Executive Order 390 establishes a yearly dollar goal as a benchmark for the department's contract expenditure with M/WBEs. EOHHS and its agencies have, as a group, consistently exceeded their benchmarks.

EOHHS and its agencies had combined expenditures with Minority Business Enterprises and Women Business Enterprises totaling \$247,257,717, which reflects an increase of \$38,763,397. The majority of these expenditures fall under the category of purchased health and human services. Our combined expenditures represent 81.94% of the total spent in the executive branch for goods and services.

Our agencies have more than tripled our combined M/WBE purchases in the last six fiscal years by taking innovative and aggressive steps to reflect the communities we serve through their providers.

#### **Department Overviews**

We sought to highlight three EOHHS agencies in order to assist present and future M/WBEs obtain a better understanding of their agency wide mission and objectives:

The **Department of Transitional Assistance** (DTA) provides assistance to families throughout the Commonwealth of Massachusetts. Benefits may be accessed by visiting one of 36 local offices strategically located across the Commonwealth for programs, which include Transitional Assistance for Families with Dependant Children (TAFDC), Employment Support Program (ESP), Emergency Assistance (EA), Homeless Individuals, Food Stamps, Emergency Assistance for the Elderly, Disabled and Children (EAEDC) and Supplemental Security Income (SSI).

The **Massachusetts Commission for the Blind** (MCB) was established in 1906 by an act of the Massachusetts Legislature and has evolved, since then, into a single state agency for the blind providing a broad array of social and rehabilitative services to all residents of the State who have been determined to be legally blind by Massachusetts optometrists and ophthalmologists. The Commission's mission, as has been the case since 1906, is to work in partnership with legally blind individuals to reach their goals of independence and participation in their communities.

The mission of the **Department of Mental Health** (DMH) is to improve the quality of life for adults with serious and persistent mental illness and children with serious mental illness or severe emotional disturbance. This is accomplished by ensuring access to an integrated network of effective and efficient and culturally competent mental health services that promotes consumer rights, responsibilities, rehabilitation, and recovery. DMH is committed to the following principles:

1. Providing responsive, high quality, cost effective services.
2. Focusing support on the most vulnerable citizens in the Commonwealth.
3. Designing programs using current scientific research, evaluation studies and program outcome data.
4. Promoting opportunities for individuals with mental illness to participate in rehabilitation and recovery regardless of how severe their symptoms or pervasive their illness.
5. Offering individuals appropriate choices among services tailored to meet their unique needs.
6. Valuing managers who engage their colleagues and staff in entrepreneurial, innovative leadership that will improve the system.
7. Valuing input from a wide public audience and recognizing that community advocacy and advisory groups are an essential component of system planning.
8. Eliminating barriers to services.
9. Exploring and applying new technologies to ensure quality, cost-effectiveness and the efficient use of public resources.
10. Assuring that the cultural and ethnic diversity of clients and staff are respected in the design and delivery of services.

### **FY01 Highlights:**

#### **EOHHS (The Executive Office)**

The **Executive Office** (EOHHS) almost tripled its MBE benchmark expectations due mostly to the use of an MBE to develop its MassCARES initiative, a technology based application that will allow for agency data sharing and improved consumer access to services.

EOHHS not only acts as an agency with a modest budget (and limited opportunities for contracting with M/WBEs) but also sets the pace for its agencies and works cooperatively with them to improve contracting with M/WBEs.

#### **SHC**

While the **Chelsea Soldiers' Home** (SHC) did not meet its WBE benchmark for FY 2001 WBE spending on goods and services, (\$6,353 as compared to a benchmark of \$50,046) it did expend \$225,000 in the Deferred Maintenance and Construction (N16) category with a WBE. The WBE did a superb job organizing the rehabilitation of the Soldiers' Home's Engineering Building. Because construction does not fall within the goods and services discretionary base SHC was not credited with the amount spent on this WBE.

#### **DMA**

The **Division of Medical Assistance** (DMA), which has steadily increased its combined M/WBE expenditures since FY96 (\$241,589) to (\$744,105), thus tripling its participation, has



sought to improve its efforts by offering training on AMP program implementation to its managers.

### **DMH**

The **Department of Mental Health's** (DMH) Affirmative Market Program has more than tripled its combined W/MBE expenditures since FY96 (\$13,669,600) to a total of \$46,707,248 for FY01. The Department's MBE purchases increased from the previous two fiscal years' average (\$16,803,158) to \$18,317,219. Its FY01 WBE spending increased in one fiscal year from \$20,072,926 to \$28,390,030 (an \$8,317,104 increase).

The Department's AMP Coordinator provided statewide technical assistance to Human Service Providers to become SOWMBA certified. In its most successful venture, DMH collaborated with the AMP Coordinators from the Executive Office of Human Services and the Department of Mental Retardation to provide technical assistance in the MBE certification of a not-for-profit multi-service agency that provides services for both DMH and DMR consumers. The Departments encouraged the community agency board and staff to re-examine how the agency reflected its community in its leadership. The multi-service agency embarked on a period of self-exploration and growth that resulted in a diverse board of directors. The EOHHS agencies helped shepherd the community agency's application to and certification by SOWMBA as both a minority-and woman-owned non-profit provider.

The Department further provided technical assistance to women owned businesses that resulted in the SOMWBA certification of three of these not-for-profit organizations.

The AMP Coordinator participated in 2 focus groups with the directors of the Affirmative Market Program for the Commonwealth to expand the guidelines to implement Executive Order 390 and set up standardized methodology to track subcontract monies not captured in MMARS.

The DMH AMP staff provided training to the area offices to continue to increase the awareness of the Affirmative Market Program and the necessity of insertion of proper M/WBE language in Department RFR's.

The Affirmative Market Coordinator will continue to monitor all M/WBE providers and subcontractors who participate in contracting with DMH.

### **DMR**

The **Department of Mental Retardation** (DMR) has established an impressive record of success in the Affirmative Market Program. In recent years, this agency has recorded significant growth in the use of Minority and Women Business Enterprises.

Early on, the DMR took several steps to ensure the success of this program. Letters were sent to all providers explaining DMR's commitment to the Affirmative Market Program. Agency staff conducted numerous workshops for management and staff in conjunction with the State Office of Minority and Women Business Assistance (SOMWBA). The DMR AMP Coordinator, worked with the agency's Regional Directors across the state to encourage providers who were eligible to become SOWMBA qualified to do so.

The agency encouraged subcontracting with M/WBE providers by making an Affirmative Market Program Plan imperative as part of the RFR process. The AMP Coordinator held informational programs to introduce M/WBE to the DMR's contracting process. Success indicators encouraging doing business with M/WBE providers have been part of every DMR manager's performance evaluation for the past three years.

The success of DMR's participation in M/WBE programs is evident in that during FY01, the Department purchased \$52,938,912 of goods and services from M/WBE's (compared to \$6,251,539 in FY96). Despite challenging financial times, DMR anticipates that this figure will have a significant rise in FY02.

### **DPH**

The **Department of Public Health's** (DPH) two-year average for minority owned business expenditures for FY01 was \$30,046,530 and it projected an increase for FY01 of \$1,502,326. DPH's expenditures for FY01 were \$32,154,505. This represents an increase in minority owned business expenditures of \$605,649.

DPH's two-year average for women owned business expenditures for the same fiscal year was \$6,156,587 with a projected increase of \$615,660. The Department's expenditures were \$8,623,001 for an increase in women owned business expenditures of \$1,850,754.

The numbers reflect the Department's continued progress toward compliance with Executive Order 390 and how hard it has worked to make the Affirmative Market Program a success within the Department. In the coming year DPH will remain steadfast in implementing the Affirmative Market Program (AMP) that allows increased opportunities and growth for minority- and women-owned businesses seeking contracts with DPH.

### **DTA**

In fiscal year 2001, the **Department of Transitional Assistance** (DTA) increased spending with MBEs by \$1,847,917 for total spending of \$7,017,588. Expenditures with WBEs were increased by \$3,794,580 for total spending of \$6,612,039.

DTA, in keeping with the Governor's Diversity Initiative and to ensure full staff understanding of the importance of compliance with Executive Order 390, worked closely with the Executive Director and Deputy Director of the Affirmative Market Program to provide appropriate AMP training to staff. This training is a component of the Department's commitment to promoting equality in state contracting for minority- and women-owned businesses.

DTA also continues with its commitment of promoting minority and women business enterprise development by providing the appropriate staff with all informational packages as they may relate to a particular unit. The Department also extends invitations to the minority and women business communities to provide the Department an overview of their particular services.

The Department of Transitional Assistance strongly supports a diverse provider network and continues to seek ways of increasing minority and women business participation. The Department continues to ensure that language encouraging M/WBE participation is included in

its procurements and consistently works towards developing creative initiatives to help foster existing and new business relationships with minority and women business enterprises.

### **HCF**

The **Division of Health Care Finance and Policy** (HCF) significantly improved its combined M/WBE expenditures in FY 2001 (from \$34,557 in FY96 to \$139,720). Its MBE expenditures were five times greater than its benchmark by concentrating efforts to increase its contracting and purchasing with MBE vendors.

HCF ended up spending a little less on WBE's than projected. The agency had to decrease the FY01 dollar amount of a three-year contract it had with its largest WBE vendor.

### **MCB**

In fiscal year 2001, the **Massachusetts Commission for the Blind** (MCB) increased spending with MBE's by \$147,163 for total spending of \$239,314. Expenditures with WBE's were increased by \$356,085 for total spending of \$449,055.

As always, the Commission for the Blind continues to look for quality M/WBE vendors to purchase goods and services through its competitive procurement. The Department was able to contract with an MBE for moving services for the relocation of the Commission's Ferguson Industries workshop program. Another MBE was contracted as part of MCB's network transition to Windows NT. The Department contracted with a WBE for the purchase of teaching/educational equipment, office equipment and software and DP Licenses during FY2001.

### **MRC**

One of the efforts the **Massachusetts Rehabilitation Commission** (MRC) made in order to sensitize its managers to the Affirmative Market Program was to invite the Executive Director and Deputy Director of the AMP Program to the agency's inter-divisional management conference to train its managers. This proved to be beneficial as MRC exceeded both its MBE (by \$392,198) and WBE (by \$174,087) benchmarks for the third time in the last 4 years.

### **OCCS**

The **Office for Child Care Services** (OCCS) has continued to increase its participation in the AMP Program. In FY99, most day care accounts managed by Health and Human Services agencies were transferred under OCCS and, since that time, the Department has more than doubled its combined expenditures with minority-and women-owned businesses (from \$22,982,715 to \$54,548,686). OCCS diligently ensures that its primary providers report M/WBE sub-contracting information and even uses incidental purchases to increase its purchases.

### **Challenges and Concerns**

In facing the future we need to keep in mind how budget cuts will impact this very successful program. Several agencies did not meet their benchmarks this fiscal year: Two agencies had peculiar circumstances that may help future AMP program planning.

## **ORI**

For FY01, the **Massachusetts Office for Refugees and Immigrants** (ORI) did not meet its MBE/WBE benchmarks because the agency received a lower level of funding than anticipated. ORI is almost entirely funded by federal grants, which, in many cases are earmarked for specific entities. Additionally, the amount of funding at their disposal varies from year to year. Affirmative selection of MBE or WBE providers is not always open to ORI discretion.

ORI spent less for agency procured goods and services in FY01 than in prior years. The Department's spending for WBE providers falls primarily within the area of administrative goods and services, where vendor selection is mostly made by the Operational Services Division (OSD).

## **MCDHH**

The **Massachusetts Commission for the Deaf and Hard of Hearing** (MCDHH) did not meet its benchmarks for either MBE or WBE spending in FY01.

MCDHH's FY01 operational and fiscal priorities were slightly different than those of FY00. In FY01 the agency focused resources on the information technology area, culminating in the changeover of our computer platform from Banyan VINES to MS Windows 2000 and an Exchange server. MBE/WBE firms were unavailable or minimally available in this new spending area.

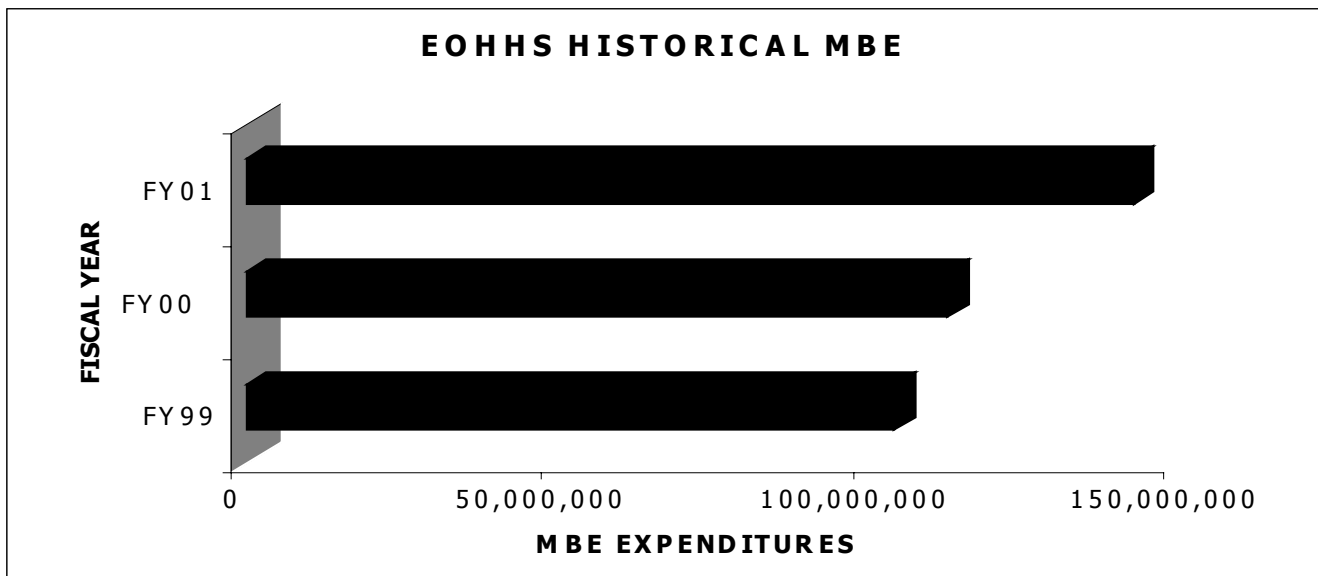
Additionally, some of the projects and priorities of FY00 were completed in FY01. In FY00 MCDHH purchased a videoconference system for one of its offices and incurred additional maintenance and repair obligations; all it needed to purchase in FY01 was the extended maintenance agreement. There's a similar pattern in purchase of office furniture, which, once acquired (in FY00), was not needed in FY01.

Finally, as noted on every one of MCDHH's reports and in conversation with the Secretariat AMP Coordinator and Executive Director and Deputy Director of the AMP Program, MCDHH's MBE/WBE base is unrealistically high. Its computation is based heavily on FY99 spending, in which it received significant agency expansion funding. FY99's expansion funding allowed MCDHH to increase staff by 50%, undertake some significant IT projects, largely with a WBE firm, and purchase the furniture and fixtures needed for expanded operations, largely from a WBE/MBE company. To a lesser extent FY00 contained certain large one-time expenditures that maintained a somewhat inflated benchmark. MCDHH's spending is concentrated in a precious few vendors on statewide contract for only a handful of commodities and services. The agency is dependent on the Operational Services Division's (OSD) continued awarding of these contracts to MBE and WBE firms.

In summary, MCDHH's Affirmative Market Program performance in FY01 reflects a shift in agency spending priorities to an area with minimal M/WBE representation. Further, its benchmarks were unrealistic and unsustainable, based as they were on years with expansion funding and time-limited special projects that overshadowed ongoing operations.

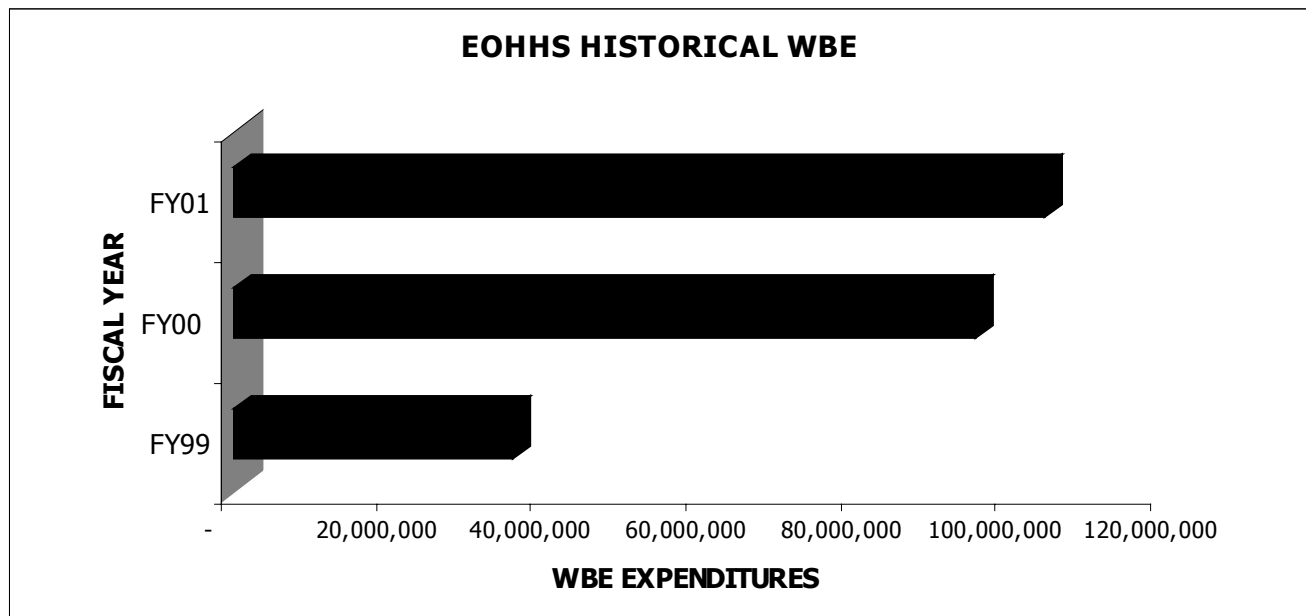
## Historical Spending Trend-Minority Business Enterprises (MBEs)

EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES			
	FY99	FY00	FY01
Executive Office	2,062,498	46,782	194,158
Chelsea Soldiers Home	183,201	162,164	270,982
Department of Medical Assistance	321,396	375,308	300,831
Department of Mental Health	15,134,707	18,472,209	18,317,219
Department of Mental Retardation	13,285,474	11,095,315	22,356,851
Department of Public Health	28,114,498	31,978,562	32,154,505
Department of Social Services	12,863,146	13,069,276	15,544,078
Department of Transitional Assistance	4,640,915	5,206,076	7,017,588
Department of Youth Services	2,254,865	2,093,934	4,176,169
Health Care Finance & Policy	19,292	77,941	103,996
Holyoke Soldiers' Home	129,344	98,254	245,407
Massachusetts Commission for the Blind	83,959	91,220	239,314
Massachusetts Commission For Deaf & Hard of Hearing	90,489	95,242	37,390
Massachusetts Rehabilitation Commission	846,776	1,265,914	1,473,473
Office for Child Care Services	22,982,715	27,491,467	39,534,789
Office for Refugees and Immigrants	1,088,578	1,250,490	709,924
<b>TOTAL</b>	<b>104,101,853</b>	<b>112,870,154</b>	<b>142,676,673</b>



## Historical Spending Trend-Women Business Enterprises (WBEs)

<b>EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES</b>			
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
Executive Office of Health & Human Services	1,501	54,852	22,133
Chelsea Soldier's Home	54,869	45,223	6,353
Department of Medical Assistance	232,985	362,339	443,274
Department of Mental Health	8,767,062	25,619,474	28,390,030
Department of Mental Retardation	10,853,915	33,273,880	30,582,060
Department of Public Health	2,733,606	9,579,567	8,623,001
Department of Social Services	4,874,610	10,686,092	12,240,791
Department of Transitional Assistance	1,429,071	3,937,517	6,612,039
Department of Youth Services	225,370	582,295	530,596
Health Care Finance & Policy	41,202	43,177	35,724
Holyoke Soldiers' Home	20,094	14,715	31,331
Comm. for Deaf & Hard of Hearing	162,489	129,570	97,894
Mass Commission for the Blind	122,779	57,418	449,055
Mass Office for Refugees & Immigrants	20,239	8,016	10,005
Mass Rehabilitation Commission	1,329,881	1,277,670	1,492,863
Office for Child Care Services	5,020,010	9,952,362	15,013,897
<b>TOTAL</b>	<b>35,889,683</b>	<b>95,624,166</b>	<b>104,581,044</b>



## EXECUTIVE OFFICE OF PUBLIC SAFETY

### Message from the Secretary

The Executive Office of Public Safety remains committed to the Affirmative Market Program and its efforts to promote minority-and women-owned businesses in the Commonwealth of Massachusetts. This commitment is illustrated by the fact that our total purchases of goods and services from minority-and women-owned business reached over 98% of our overall secretariat-wide goal for fiscal year 2001. In the Executive Office alone, we were 168% over our goal for the same period.

Under Governor Swift's and my leadership, we hope to improve that good performance in fiscal year 2002 and beyond. We will continue to encourage the agencies and employees of the Executive Office of Public Safety to support this important initiative.

James P. Jajuga  
*Secretary*

### Mission

The Executive Office of Public Safety protects the people of the Commonwealth and their property by enforcing the law, managing criminal offenders, maintaining order on the roads, and preparing for and responding to emergencies.

In order to accomplish this mission, the Executive Office of Public Safety is driven by the **S.A.F.E.** philosophy:

**SERVE** the public interest and the personnel charged with protecting it.

**ADVOCATE** safety at every turn.

**FACILITATE** collaborations among staff, other government agencies, and the public.

**EVALUATE** progress and seek new and innovative ways to improve services.

### FY01 Minority Business Enterprise

The data included in the report for the Executive Office of Public Safety includes the seventeen (17) agencies in its charge and the Executive Office itself. At the close of fiscal year 2001, the spending with minority business enterprises shows a total expenditure of \$6,245,766 a \$915,715 increase from fiscal year 2000.

Seven of the seventeen agencies surpassed their benchmarks in fiscal year 2001: Board of Building Regulations and Standards, Committee on Criminal Justice (Programs Division), Department of Public Safety, Massachusetts Emergency Management Agency, Parole Board, Registry of Motor Vehicles, and Sex Offender Registry Board. The Executive Office also exceeded its benchmark.

It will be a challenge for these agencies to maintain and improve on their performance in the tough fiscal times of fiscal year 2002 and beyond. However, whenever possible, the Executive Office of Public Safety and its agencies will continue to purchase goods and services with SOMWBA certified M/WBES.

**FY01 Women Business Enterprise**

The data included in the report for the Executive Office of Public Safety includes the seventeen (17) agencies in its charge. At the close of fiscal year 2001, the Women Business Enterprise report shows a total expenditure of \$4,754,599, a 20% increase from fiscal year 2000.

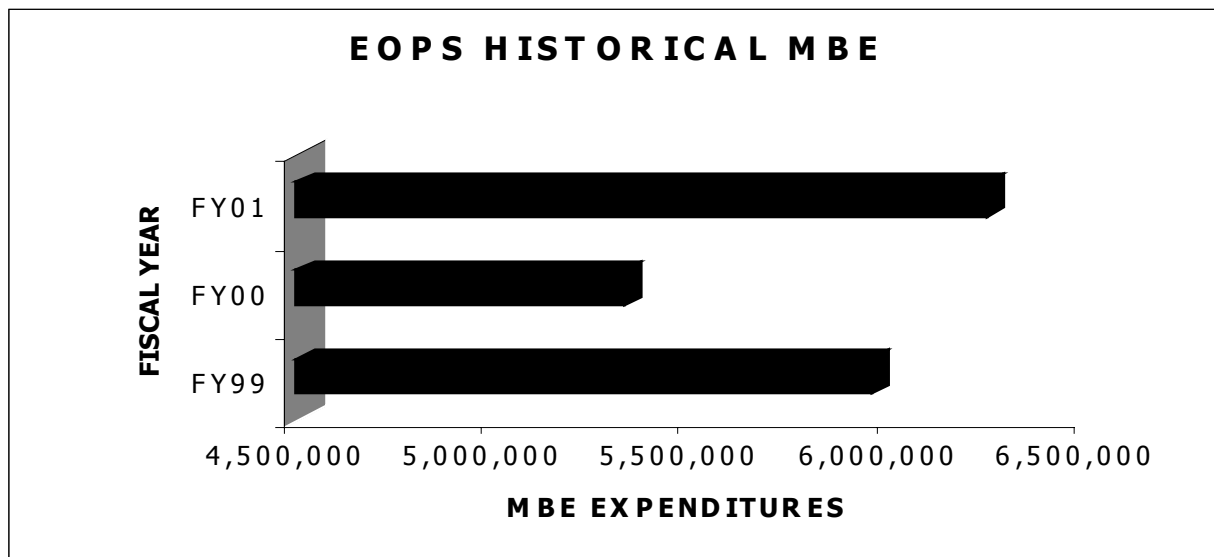
Twelve of the seventeen agencies (in addition to the Executive Office itself) surpassed their benchmarks in fiscal year 2001: Committee on Criminal Justice (Programs Division), Criminal History Systems Board, Department of Corrections, Department of Fire Services, Department of Public Safety, Department of Police (Massachusetts State Police), Governor's Highway Safety Bureau, Massachusetts Emergency Management Agency, Merit Rating Board, Military Division (National Guard), Parole Board, and Sex Offender Registry Board.

As with Minority Business Enterprises, it will be a challenge for these agencies to maintain and improve on their performance in the tough fiscal times of fiscal year 2002 and beyond.



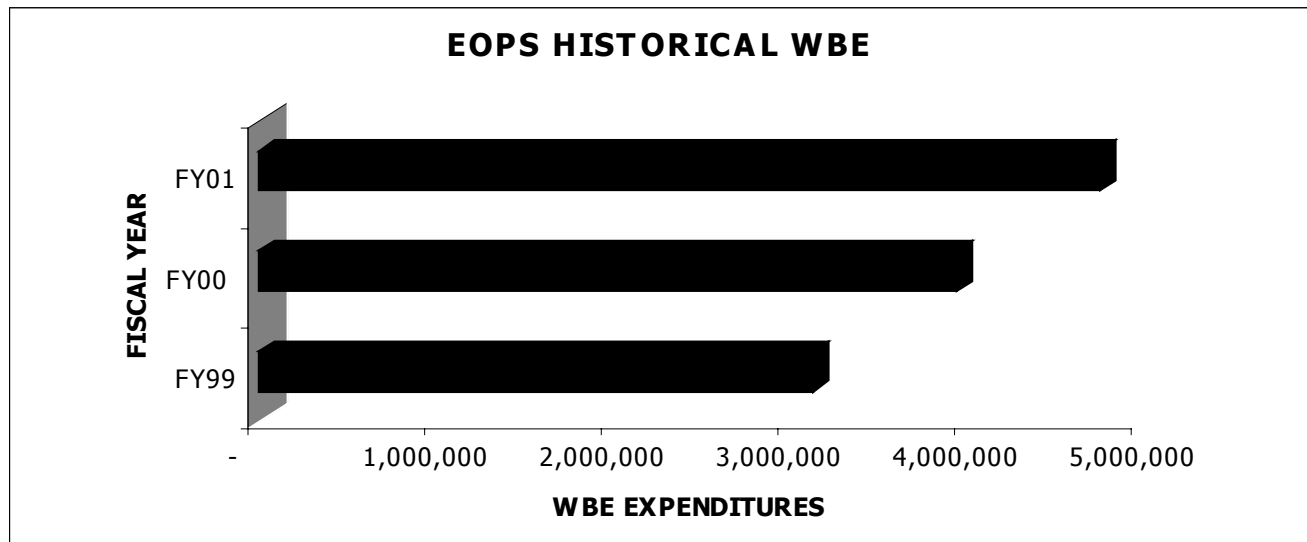
## Historical Spending Trend-Minority Business Enterprises (MBEs)

<i>EXECUTIVE OFFICE OF PUBLIC SAFETY</i>			
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
Executive Office of Public Safety	9,667	11,673	20,744
Architectural Access Board	2,822	761	1,824
Board of Building Regulations and Standards	4,498	5,375	9,268
Chief Medical Examiner	13,122	5,011	31,719
Committee on Criminal Justice	176,204	296,146	238,967
Criminal History Systems Board	173,940	181,173	38,254
Criminal Justice Training Council	143,187	174,140	15,466
Department of Corrections	4,784,516	3,460,141	4,986,297
Department of Fire Services	46,375	71,791	49,139
Department of Public Safety	16,747	8,590	14,676
Department of Police	310,840	894,433	228,646
Governor's Highway Safety Bureau	27,656	58,143	34,412
Mass. Emergency Management Agency	27,859	58,807	126,855
Merit Rating Board	14,832	15,688	16,508
Military Division	86,111	27,191	15,557
Parole Board	29,387	13,819	159,294
Registry of Motor Vehicles	87,684	47,168	137,624
Sex Offender Registry Board	N/A	N/A	120,518
<b>TOTAL</b>	<b>5,955,446</b>	<b>5,330,051</b>	<b>6,245,766</b>



## Historical Spending Trend-Women Business Enterprises (WBEs)

<b>EXECUTIVE OFFICE OF PUBLIC SAFETY</b>			
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
Executive Office of Public Safety	10,502	14,729	46,328
Architectural Access Board	2,822	519	1,572
Board of Building Regulations and Standards	10,526	8,871	8,130
Chief Medical Examiner	22,959	11,159	32,537
Committee on Criminal Justice	74,824	181,883	146,011
Criminal History Systems Board	134,006	559,517	66,580
Criminal Justice Training Council	56,690	72,085	59,952
Department of Corrections	1,178,637	1,048,040	1,447,863
Department of Fire Services	93,719	162,433	179,956
Department of Public Safety	15,047	12,741	21,000
Department of Police	349,155	305,313	472,261
Governor's Highway Safety Bureau	6,297	12,680	21,490
Mass. Emergency Management Agency	89,775	187,749	263,513
Merit Rating Board	35,241	54,168	210,551
Military Division	23,558	18,757	39,128
Parole Board	17,292	13,248	63,775
Registry of Motor Vehicles	1,005,558	1,273,190	1,563,015
Sex Offender Registry Board	N/A	N/A	110,936
<b>TOTAL</b>	<b>3,126,608</b>	<b>3,937,082</b>	<b>4,754,599</b>



## **EXECUTIVE OFFICE OF TRANSPORTATION & CONSTRUCTION**

### **Mission Statement**

The Executive Office of Transportation and Construction (EOTC) sets the Commonwealth's transportation agenda, which includes the development of transportation policy, the coordination of Interagency programs and the promotion of economic development through improved transportation and transit related construction programs. The office provides direct management responsibility for the Massachusetts Highway Department (MassHighway) and the Massachusetts Aeronautics Commission (MassAeronautics). It also oversees the construction of the Massachusetts Bay Transportation Authority (MBTA) and fifteen Regional Transit Authorities (RTAs) which serve the balance of the state, the Intercity Bus Capital Assistance Program (IBCAP), the Mobility Assistance Program (MAP), the Intermodal Surface Transportation Unit (ISTU), and the Freight Rail Programs. The Executive Office of Transportation and Construction is committed to the maintenance and development of the transportation infrastructure through reinvestment in existing programs and the construction and development of new capital structures and programs. It is the goal of the Executive Office to create economic gains throughout the Commonwealth that will benefit all citizens through the delivery of quality transportation service and the development of infrastructure and capital construction.

### **FY01 M/W/DBE UTILIZATION**

The EOTC 2001 Secretariat report includes MassHighway, MassAeronautics, the Executive Office and two authorities (MPA, and MTA). Included in this report is a summary of utilization for each of the agencies and authorities in the reporting categories: construction and design awards and expenditures and goods and services expenditures. Certain transportation agencies within the secretariat (MHD and MPA) receive a significant amount of federal funds for construction and design projects. These agencies use the Federal Disadvantaged Business Enterprise (DBE) program model to achieve their M/W/DBE goals and objectives in accordance with Federal Regulations 49 CFR Part 26. Much of EOTC's success in increasing our M/W/DBE participation in fiscal year 2001 is attributable to our DBE goals. This year the transportation secretariat expended a total of \$227.8 million with M/W/DBEs. Of this amount the secretariat expended \$33 million with MBEs on state-funded contracts and expended \$25.8 million with WBEs.

#### **A. Construction and Design Awards**

During fiscal year 2001 the transportation secretariat awarded \$438 million in construction contracts. A total of \$103 million of was awarded to minority, women, and/or disadvantaged business enterprises (M/W/DBEs) representing 23% of the total contract value in construction. On state-funded contracts the secretariat awarded a total of \$207 million of which \$30.9 million was awarded to MBEs and \$22.5 million to WBEs.

In the design procurement category the secretariat awarded \$503 million overall of which \$35.8 million was awarded to M/W/DBE firms representing 7% of the total contract value in design. The state-only portion represents a total award of \$38.7 million, of which \$3.5 million was awarded to MBEs and \$625,000 awarded to WBEs.

## **B. Construction and Design Expenditures**

The Secretariat tracked expenditures on active construction contracts for the fiscal year in the cumulative amount of \$1.4 billion. \$185 million of the total was expended with M/W/DBE firms representing 13% of total construction expenditures. The Secretariat expended \$140 million on state contracts alone of which \$29.8 million was expended with MBEs, and \$22 million with WBEs.

The tracking of payments on active design contracts totaled \$172 million. Of this total \$30 million was expended with M/W/DBE firms representing 18% of all design expenditures during this period. The state share of the total was \$8.9 million expended in state-only contracts of which \$2.3 million was expended with MBEs, and \$349,381 with WBEs.

## **C. Goods and Services Expenditures**

The Secretariat tracked MBE goods and service expenditures for the fiscal year totaling \$1.6 million, and a total of \$8.3 million expended with WBEs. From these totals the state-funded share was \$1.1million expended with MBEs, and \$3.2 million expended with WBEs.

## **INITIATIVES**

EOTC continues to assume the role of coordinator and facilitator of initiatives promoting M/W/DBE utilization and development in the transportation and construction arenas. EOTC has actively sought measures that will result in an expenditure plan that is market-based and centered on the availability and capacity of targeted businesses.

To this end the transportation agencies of EOTC have continued to fund the State Office of Minority and Women Business Assistance's (SOMWBA) efforts to expand understanding of the certification process and opportunity to transit and construction related companies. The Unified Certification Program Committee has been working with SOMWBA to ensure that timely and effective certification services are delivered to industries seeking contracting opportunities with the Secretariat's agencies. This EOTC supported initiative has made it possible to address the unique issues of coordination and business development in this target business community.

The Massachusetts Alliance for Small Contractors (MassAlliance) has been and will continue to be the major outreach and business development provider to M/W/DBE contractors in the transportation construction arena. The solid support provided by Secretariat agencies continues and the MassAlliance has been enabled to provide technical assistance in areas including from construction management dispute resolution and a Mentor-Protégé Program. During Fiscal Year 2001 the MassAlliance provided 102 companies with technical assistance. Additionally, the MassAlliance provides education and training courses to assist these companies develop and hone their skills in basic areas of contract estimation, marketing and using the computer for business. Through these courses the MassAlliance reached 246 individuals representing 112 companies this year.

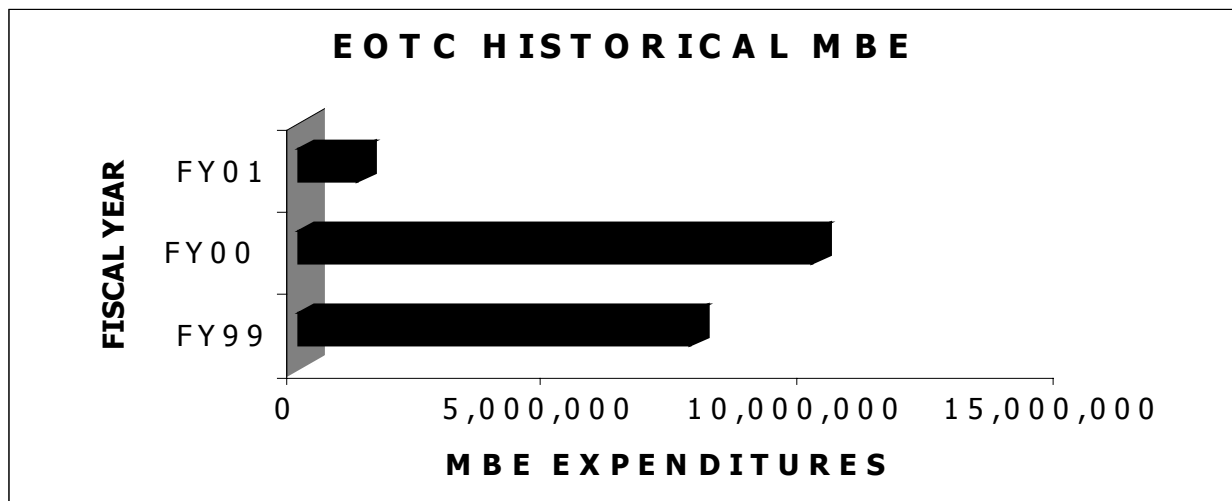
The Secretariat, its agencies and authorities, continues to participate in vendor fairs, networking conferences, business workshops and forums to enhance the Commonwealth's efforts to increase M/W/DBE business opportunity.

### Historical Spending Trend-Minority Business Enterprises (MBEs)

<b>EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION</b>			
	<b>FY99*</b>	<b>FY00*</b>	<b>FY01**</b>
Executive Office of Transportation & Construction	48,250	25,779	21,125
Massachusetts Aeronautics Commission	3,359	618	94,469
Massachusetts Bay Transportation Authority	5,410,946	8,224,609	N/A
Massachusetts Highway	685,880	1,092,211	607,726
Massachusetts Port Authority	1,006,826	383,732	N/A
Massachusetts Turnpike Authority	567,632	352,450	446,404
<b>TOTAL</b>	<b>7,722,893</b>	<b>10,079,399</b>	<b>1,169,723</b>

\*Previously contained DBE data

\*\*Reporting only state funded dollars

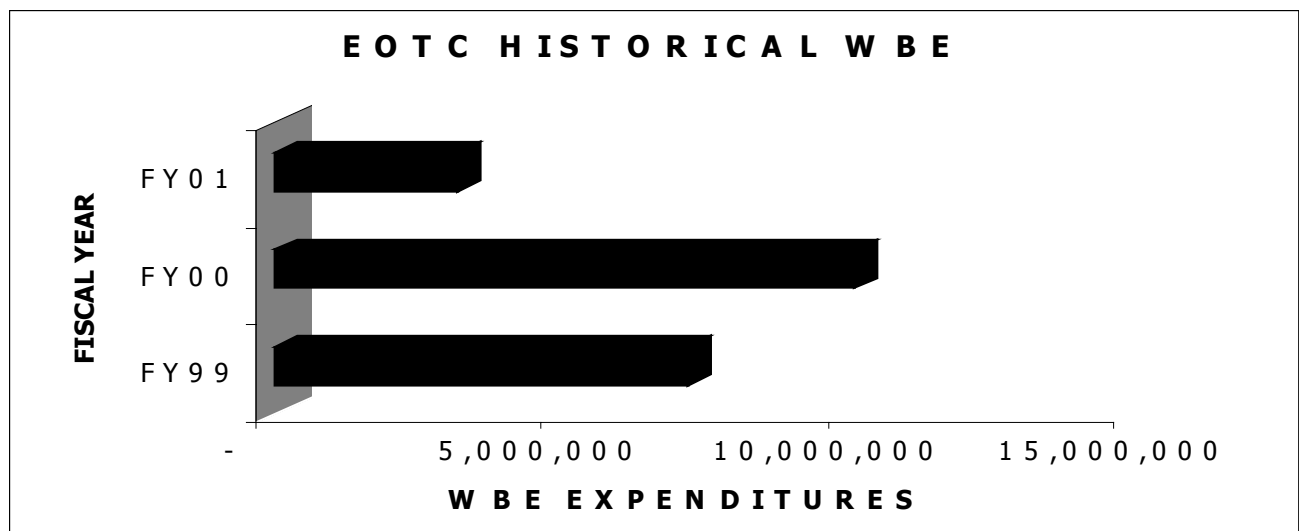


## Historical Spending Trend-Women Business Enterprises (WBEs)

<b>EXECUTIVE OFFICE OF TRANSPORTATION AND CONSTRUCTION</b>			
	<b>FY99*</b>	<b>FY00*</b>	<b>FY01**</b>
Executive Office of Transportation & Construction	328,618	527,102	1,245,874
Massachusetts Aeronautics Commission	3,933	3,466	648,698
Massachusetts Highway	177,683	173,673	N/A
Massachusetts Port Authority	2,748,023	4,285,022	204,076
Massachusetts Turnpike Authority	349,114	144,987	N/A
Massachusetts Bay Transportation Authority	3,653,356	5,014,455	1,127,091
<b>TOTAL</b>	<b>7,260,727</b>	<b>10,148,705</b>	<b>3,225,738</b>

\*Previously contained DBE data

\*\*Reporting only state funded dollars



## DEPARTMENT OF ECONOMIC DEVELOPMENT

### Message from the Director

Despite various fiscal constraints and the challenges arising from the current budget situation, the Department of Economic Development (SEA) remains strongly committed to providing as well as expanding opportunities for certified minority and women owned businesses in the Commonwealth. SEA, through its various offices, continues to work to create capacity for minority and women vendors. On an ongoing basis, the State Office of Minority and Women Business Assistance (SOMWBA) facilitates training seminars instructing vendors on how to do business with the Commonwealth. The Massachusetts Office of Business Development (MOBD) offers technical assistance to minority businesses through their Regional Offices and through the Small Business Development Center at UMass. As the Economic Development Director, I will work to ensure that all SEA agencies advance the Affirmative Market Program because our agency mission of broad economic opportunity for all the people of Massachusetts is in line with the mission of the AMP.

**Elizabeth F. Ames**  
**Director**

### Mission Statement

The Department of Economic Development's (SEA) mission is to help grow and sustain the economy of Massachusetts and to ensure that this is done with regional equity. The Department is responsible for attracting, retaining, and spreading economic prosperity throughout the state.

SEA carries out the tenets of this mission through five agencies that are charged with stimulating ongoing economic development in the Commonwealth. These include

- **Massachusetts Office of Business Development (MOBD):** Operating through five regional offices, MOBD helps companies obtain the human, financial, and technological resources necessary to grow and prosper.
- **Massachusetts Office of Travel and Tourism (MOTT):** MOTT is responsible for overseeing an annual advertising and promotions program that stimulates travel to the Commonwealth, as well as supporting the state's travel business and tourism markets.
- **Massachusetts Film Office (MFO):** Working to bring out-of-state motion picture and television productions to Massachusetts, MFO encourages local "shoots" by actively supporting the local film production industry.
- **State Office of Minority and Women Business Assistance (SOMWBA):** Dedicated to the development of certified minority, women-owned business ventures and non-profit endeavors, SOMWBA offers a variety of business assistance and advocacy programs.
- **Mass Trade Office (MassTrade):** MassTrade assists in-state businesses with international interests in harnessing global market opportunities to generate new revenues, create jobs, and encourage the influx of foreign investments in the Commonwealth.
- In addition, a diverse mix of quasi-public agencies which promote economic development, job creation/retention, and facilitate growth in the business sector reflect Massachusetts' commitment to teamwork and cooperation between government, business, and community organizations.

**FY01 MBE Narrative**

For FY2001, SEA accomplished 92% of its MBE spending from the previous fiscal year. In all, SEA worked with fourteen MBE vendors for various services. SEA utilized five different minority certified vendors for our general office supplies needs. We also contracted for printing services with three other minority certified vendors. MBE vendors also provided the following services:

- Information technology
- Website development
- Travel
- Courier deliveries
- Temporary clerical

In FY2001, we increased our expenditures to MBE vendors for travel related services and for general office supplies. Our payments to OT&T for travel services increased by 55% from the previous fiscal year.

However, our expenditures to MBE vendors for printing services, information technology services, delivery services, and temporary clerical services declined significantly. In FY2000, we expended over \$47,000 for information technology services to MBE vendors because of a couple of major projects SEA agencies were undertaking that year. In FY2001, those projects were either completed or were winding down. In FY2000, we expended over \$11,000 for printing of such informational materials as brochures and flyers. Because we printed these materials in large bulk (to receive favorable rates), there was no need to utilize printing services in FY2001 in the volume that we had used in the previous fiscal year.

The majority of our MBE spending has always been for travel services. For FY2001, payments to our travel vendor equaled almost half our total MBE expenditures. Unfortunately, due to prohibitions on out-of-state travel for FY2002, our payments to our MBE travel vendor will be significantly less than it has been in previous years. Furthermore, budget restraints require our department as a whole to cut back on spending of all sorts.

**FY01 WBE Narrative**

This is the area where we were experienced considerable success. We exceeded our WBE benchmark by \$65,915.00 or 13%. Furthermore, our FY2001 WBE expenditures increased from the previous fiscal year by 42%.

The reasons are twofold. We expended over \$314,000.00 to Irma S. Mann Strategic Marketing, Inc. to develop and implement a comprehensive marketing plan for the Mass Office of Business Development. We also expended a total of \$41,000 to Ego Trips, Inc. to develop a three year strategic plan for the Mass Office of Travel and Tourism (MOTT). MOTT also utilized Ego Trips for guide and transportation services for numerous familiarization tours.

We contracted with ten other WBE vendors for the following additional services:

- Temporary clerical
- Fulfillment



- Printing
- General office supplies
- Catering
- Information technology
- Subscriptions

Unfortunately, MOTT's contract with their fulfillment services vendor decreased by 40% from the previous year. In recent years, MOTT's obligation to this WBE vendor has steadily decreased as the office has decided to perform more of these services "in house" rather than having them contracted, thus creating efficiencies in their budget. Payments to our WBE vendor for fulfillment services still total 27% of all our WBE expenditures, and such payments will probably remain a significant portion of such unless another vendor is contracted.

Furthermore, the previously mentioned marketing and strategic planning contracts helped raise our WBE expenditures significantly. However, that success will not be repeated in FY2002: our travel contract work was completed in FY2001 and the MOBD marketing contract will only call for minor services in FY2002 due to budget constraints. We anticipate that our participation with other WBE vendors will remain at approximately the same levels as they have in the past.

### **Accomplishment and Initiatives**

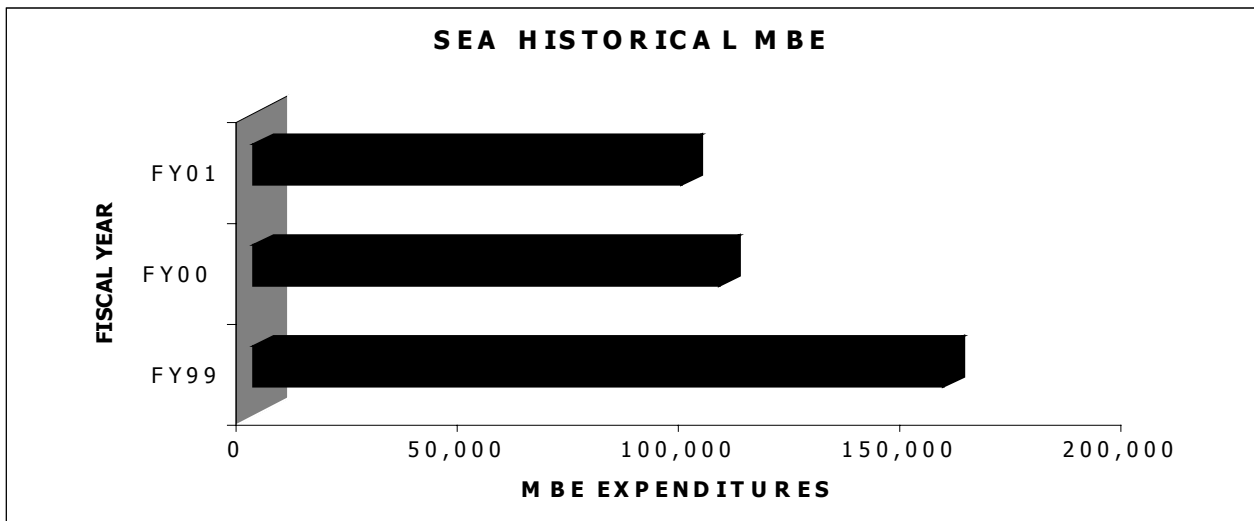
SEA agencies have worked very hard to identify any possible improvements to our M/WBE vendor participation level including seeking new vendors with whom we can contract. In FY2001, we worked with three new MBE vendors and two new WBE vendors. However, the majority of our spending is for salaries and for legislative earmarkings in the PP subsidiary. We also expended over \$1 million to vendors who were based in foreign countries. This makes our ability to attract more M/WBE spending somewhat difficult.

However, we do meet with some successes: In April, 2001, Pohly and Partners, the vendor who provides comprehensive publishing services for MOTT's annual get away guide, filed for WBE certification with SOMWBA. Pohly received this certification in November 2001, making it too late to include their expenditures in our FY2001 WBE totals. In FY2001, we paid Pohly and Partners a total of \$686,196.50. However, the original RFR procuring the services allows MOTT to renew their contract through FY2005, so we will be able to include their payments in our WBE totals for several years.

Also, MOTT's vendor for domestic marketing, CGN, Inc., has begun working with SOMWBA to identify M/WBE vendors who can serve as subcontractors. Unfortunately, the information was not received in time to include in the attached FY2001 spreadsheet numbers. However, we can report in this forum that CGN expended \$10,938.88 with a WBE vendor, and we can anticipate that they will continue to utilize such vendors throughout the duration of their contract.

### Historical Spending Trend-Minority Business Enterprises (MBEs)

DEPARTMENT OF ECONOMIC DEVELOPMENT			
	FY99	FY00	FY01
Department of Economic Development	156,562	105,491	96,920
<b>TOTAL</b>	<b>156,562</b>	<b>105,491</b>	<b>96,920</b>



### Historical Spending Trend-Women Business Enterprises (WBEs)

DEPARTMENT OF ECONOMIC DEVELOPMENT			
	FY99	FY00	FY01
Department of Economic Development	614,928	404,486	575,622
<b>TOTAL</b>	<b>614,928</b>	<b>404,486</b>	<b>575,622</b>



## DEPARTMENT OF EDUCATION

### **Message from the Commissioner**

The Department of Education is committed to ensuring minority and women business enterprises are included in the planning and implementation of all programs of the department through spending priorities. We will continue to strive to meet aggressive goals, combined with improved outreach and will continue to award grants and contracts to certified minority and women business enterprises.

David P. Driscoll  
Commissioner

### **Mission Statement**

The mission of the Department of Education is to improve the quality of the public education system so that students are adequately prepared for higher education, rewarding employment, continued education, and responsible citizenship. We carry out our mission in partnership with Massachusetts school districts and other organizations that provide educational programs and services. Students, parents, teachers, and other educators, elected officials, business and community leaders, and the public all are stakeholders in the work of the Department to improve schools and raise student achievement.

### **FY01 MBE Narrative**

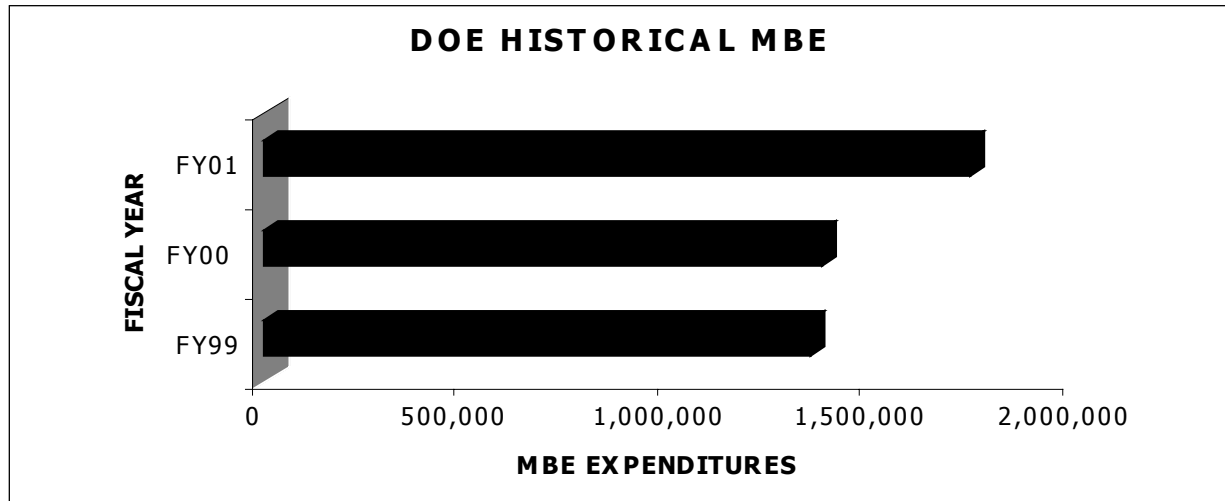
In Fiscal Year 2001, the Department of Education succeeded in exceeding its benchmark of \$1,430,081.00. Expenditures totaling \$1,741,226.00 went to MBE certified vendors. The Department utilized MBE vendors for printing expenses, out of state travel expenses, office supplies, and program consultants. Kalpana Bhatt received \$177,294.00, OT&T Travel Management received \$146,087.00, New England Office Supply received \$245,840.00, and Metropolitan Council for Educational Opportunity Inc. received \$930,467.00 of our discretionary spending. We will continue to work within the agency procurement unit to spend discretionary monies utilizing M/WBE vendors whenever possible.

### **FY01 WBE Narrative**

The Department of Education continued its progress this year in the use of women owned businesses. Expenditures totaling \$1,860,294.00 went to WBE certified vendors. The Department exceeded its benchmark of \$1,783,359.00 by \$76,935.00. The Department continued its use of WBE vendors for office supplies and information technology professionals and also utilized WBE vendors for printing expenses and supplies. New England Office Supply received \$245,840.00, Eliassen Group Inc. received \$999,379.00 Kyran Research Associates Inc. received \$245,948.00, Kalpana Bhatt received \$117,294.00, Boston Mailing Company received \$71,111.00 and Cam Offices Services Inc. received \$61,083.00 of our discretionary spending. We will continue to utilize WBE vendors whenever possible and we anticipate this success will continue.

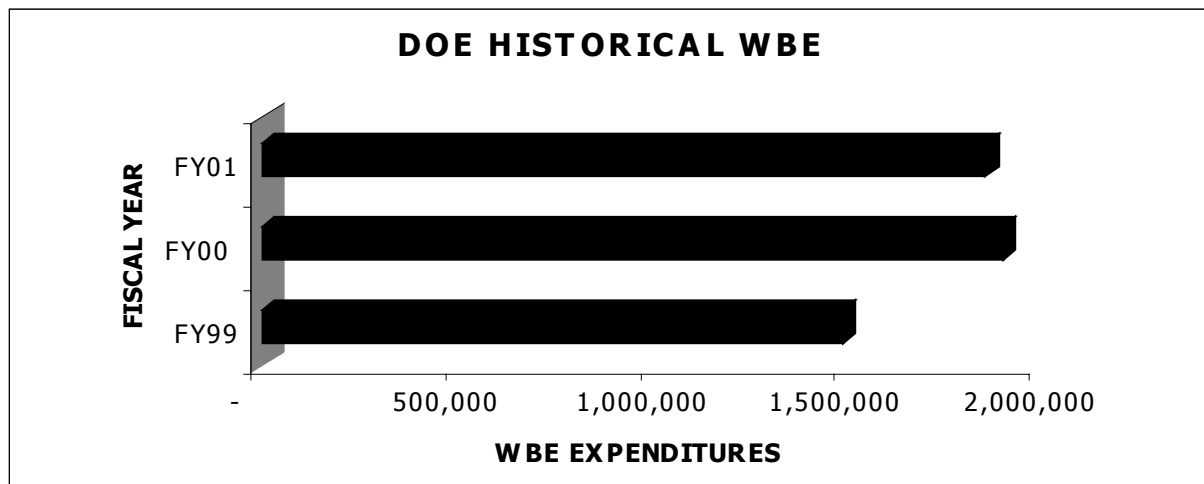
### Historical Spending Trend-Minority Business Enterprises (MBEs)

DEPARTMENT OF EDUCATION			
	FY99	FY00	FY01
Department of Education	1,347,396	1,376,566	1,741,226
<b>TOTAL</b>	<b>1,347,396</b>	<b>1,376,566</b>	<b>1,741,226</b>



### Historical Spending Trend-Women Business Enterprises (WBEs)

DEPARTMENT OF EDUCATION			
	FY99	FY00	FY01
Department of Education	1,492,623	1,904,245	1,860,294
<b>TOTAL</b>	<b>1,492,623</b>	<b>1,904,245</b>	<b>1,860,294</b>



## DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT

### Message from the Director

We, at the Department of Housing & Community Development (DHCD) have always supported the utilization of Minority and Women Business Enterprises in our contractual relationships with vendors. Executive Order 390 is included and implemented during the preparation of local housing authority construction and design contracts. We are aggressive in the goals we set and make every effort to maintain them. My staff has made extra efforts to engage and train the public on how to do business with DHCD. We are always trying new and innovative ideas to encourage participation in our contracts by the MBE/WBE community. We have adopted the spirit of Executive Order 390 which has resulted into a successful program and a record that DHCD takes pride in.

Jane Wallis Gumble  
Director

### Mission

The mission of DHCD is to strengthen cities, towns and neighborhoods to enhance the quality of life of Massachusetts's residents. To accomplish our mission, we will provide leadership, professional assistance and financial resources to promote safe, decent affordable housing opportunities, economic vitality of communities and sound municipal management. We will forge partnerships with regional and local governments, public agencies, community-based organizations and the business community to achieve our common goals and objectives. In all of these efforts, we will recognize and respect the diverse needs, circumstances and characteristics of individuals and communities.

### FY01 MBE/WBE Narrative

The Department of Housing and Community Development (DHCD) is a single agency reporting its M/WBE expenditures and activities to the directors of the Affirmative Market. MassHousing, an affiliate of DHCD, conducts independent monitoring of its M/WBE expenditures and submits separate M/WBE quarterly and annual reports to the AMP directors as well.

### Goods & Services

The data for goods services in FY01, included universal exemptions allowed by the EOAF, and only included expenditures made with state moneys. Because of program funding cuts, DHCD failed to meet its MBE/WBE benchmarks. Most of DHCD's procurements in the area of goods & services are made from existing statewide contracts from which we select SOMWBA-certified vendors. Also, many of our year-to-year grant contracts for neighborhood and fuel assistance services are entered into with SOMWBA-certified CDC's and non-profit organizations.

### Construction

DHCD's numbers are higher in FY01 than in FY00. However, we still did not reach our benchmarks. DHCD expended \$2,570,102.00 more than last year, which did help us increase our MBE/WBE percentages over last year. We increased our MBE participation in construction by 3.57%, while our WBE participation dropped 0.46%. Once again, DHCD did not bid any new construction projects this fiscal year which normally increases MB/WBE participation. The reason

it increases M/WBE participation is because new construction has more trades which allows for more subcontractor participation.

Another reason for this shortfall is that a substantial amount of the work bid in this fiscal year was well under \$100,000 per project and were single trade in nature. Also, several of our larger authorities who have a large maintenance staff are doing a great deal of construction, repair/rehabilitation work by utilizing their in-house maintenance staff. This is a cost-effective measure due to funding constraints.

This fiscal year as well as in FY00 DHCD had to adjust its M/WBE participation requirements on a project by project basis because of the contractual scope of work that was bid on. For example, in the areas of deleading, roofing, fire alarm upgrades, elevator upgrades, paving, oil tank remediation & septic systems, there is minimal amount of M/WBE capacity development making it unfeasible to have M/WBE participation on these types of projects. However, there has been significant growth in many SOMWBA-certified firms which has enabled these firms to obtain DCAM certification as, "General Contractors". Therefore, many SOMWBA/DCAM certified contractors have been the prime contractor on DHCD jobs, and many SOMWBA-certified contractors are bidding as filed sub-bidders. This is a great achievement and has come to be because of the spirit and implementation of Executive Order 390. This program has enabled MBE/WBE contractors to be more aggressive and competitive in the construction arena.

DHCD funds local housing authorities (LHAs) for construction and modernization of state-aided public housing through contracts for financial assistance. MMARS only captures payments made to these LHAs and does not capture payments to the General Contractor or the SOMWBA-certified M/WBE subcontractors, therefore making it difficult to track these expenditures.

We maintain a 12% MBE and a 5% WBE requirement on all construction contracts estimated to cost a \$100,000 or more for a total of 17% M/WBE participation. For construction contracts between \$50,000 and \$100,000 we maintain a 10% MBE requirement. The exception to this requirement would be on jobs in the trades stated above.

DHCD's Contract Specialist/Affirmative Market Program Coordinator maintains internal files of all M/WBE firms utilized on each project. As projects get underway, this information is then compared with the data maintained by DHCD's Construction Management Unit which indicates payments made to date on every contract. As payments are made to the general contractor, this information is matched up with the work scheduled to be performed by the M/WBE on each project.

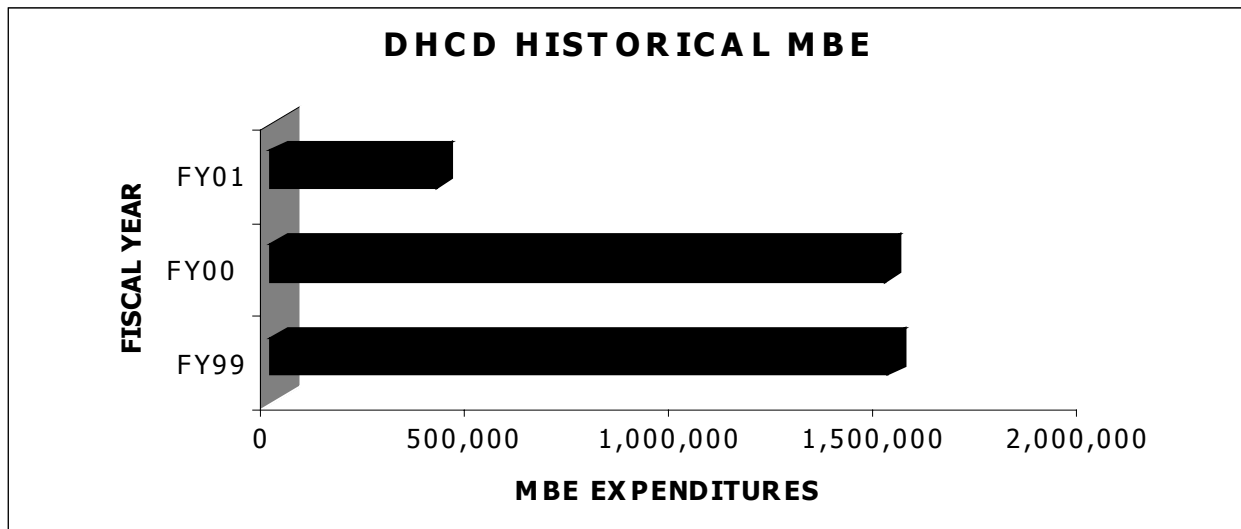
### **Design Services**

DHCD's numbers are higher in FY01 for WBE participation and remain about the same for MBE participation compared to last year. WBE participation in design services increased by 0.47%. However, we still did not reach our M/WBE benchmarks due to the type of work bid this fiscal year the design contracts were smaller. We are also preparing more in-house specification in order to facilitate time sensitive projects and to keep costs down.

The procedures are similar with respect to design contracts. DHCD does not enter into contracts for architectural and/or engineering (A/E) services. Local housing authorities that receive DHCD funding enter into these contracts which contain DHCD's M/WBE requirements when the contract is \$100,000 or more. These contracts require 7% MBE and 3% WBE participation. On A/E contracts under \$100,000, DHCD through its LHA's makes every effort to directly award contracts to SOMWBA-certified A/E Firms.

#### **Historical Spending Trend-Minority Business Enterprises (MBEs)**

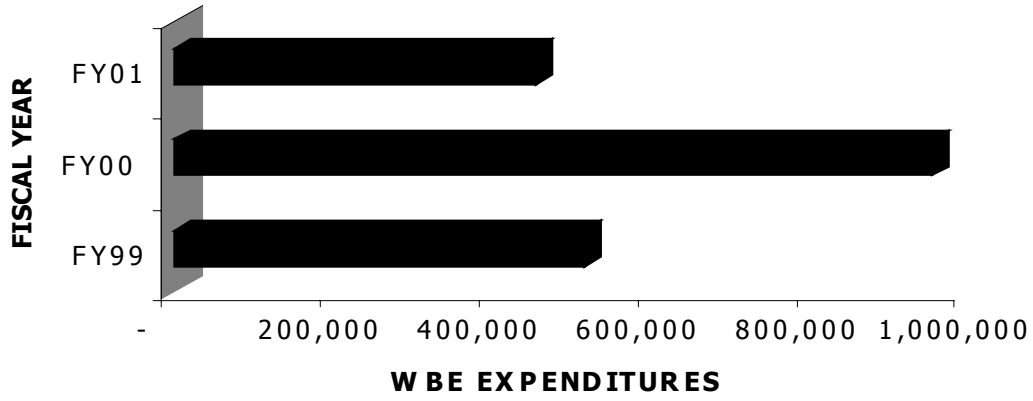
<b>DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT</b>			
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
Housing and Community Development	1,507,301	1,497,604	404,118
	<b>1,507,301</b>	<b>1,497,604</b>	<b>404,118</b>



#### **Historical Spending Trend-Women Business Enterprises (WBEs)**

<b>DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT</b>			
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
Housing and Community Development	516,612	954,108	455,808
<b>TOTAL</b>	<b>516,612</b>	<b>954,108</b>	<b>455,808</b>

**DHCD HISTORICAL WBE**





## DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT

### Message from the Director

Every year the Department of Labor and Workforce Development (DLWD) makes it a priority to involve the objectives of Executive Order 390 when searching for potential contracts for goods and services. We believe the Commonwealth has the opportunity to flourish and benefit all parties involved when a diverse vendor networking system is made available to them. We hope to continue the success of expanding this opportunity for certified minority and women vendors (M/WBEs) by utilizing their specific services where the budget allows.

The Secretariat, along with its agencies, remains strongly committed to the relationships currently shared with our certified minority and women enterprises. We will continue to promote the participation of M/WBEs in the workforce by collaborating with more M/WBEs in FY'02 in order to expand the opportunities for both the Commonwealth and its potential vendors.

Angelo Buonopane  
Director

### Mission Statement

The mission of the Department of Labor and Workforce Development is to enhance the quality, diversity, and stability of the Commonwealth's workforce by making available new opportunities and training for workers, job seekers, and employers, preventing workplace injuries and illnesses, and providing temporary assistance when employment is interrupted, to ensure that businesses are informed of all employment laws impacting them and their employees, and to promote labor-management harmony.

### FY01 MBE Narrative

A new statewide contract for Stellar Corporation (\$50,300.00) in FY01 enabled the Division of Employment and Training (DET) to pursue new businesses in the area of Information Technology Professionals. Through aggressive printer pricing by PJ Systems (\$58,862.00), DET not only targeted spending with a certified vendor, but it also saved the agency money. Recognizing that G.A. Blanco & Sons (\$815,021.18) had been awarded an additional statewide contract, IT accessories and supplies allowed DET to increase spending significantly with this MBE. Whereas, DET had projected an increase of \$40,448.00 for the fiscal year, expenditures with certified vendors actually increased by some \$58,270.00 over their previous two-year average of \$505,601.00, exceeding their benchmark projections by approximately 3%.

Several other agencies greatly improved upon their MBE final expenditures in FY01. The Department of Industrial Accidents (DIA) had a very successful year with minority owned businesses. They exceeded their MBE benchmark by 46%, resulting in a total of \$70,794 for FY01 expenditures. This increase was due to several administrative changes within the department, requiring a greater need for printed materials. These changes allowed DIA to utilize minority vendors, such as Red Sun Press, G. A. Blanco & Sons, and Sterling Printing for letterheads and flyers.

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The Labor Relations Commission (LRC) had set their FY01 MBE benchmark at \$2,240.00 because of their limited discretionary dollars. LRC was fortunate enough to spend \$9,358.00, an increase of \$7,118.00 (317%), through the purchase of new office furniture from New England Office Supply (NEOS) and printing services from an M/WBE printer, Kalpana Bhatt.

Although the **Department of Labor and Workforce Development** (DLWD) did not reach their benchmark this past fiscal year, they have already employed two new women/minority vendors for FY02; John Leonard for temporary services and Glen Valley International for incidental purchases.

### **FY01 WBE Narrative**

As a whole, the Secretariat increased its women owned business expenditures by \$420,802.00 in FY01. This was due in great part to a collaboration of several agencies, but we would like to highlight the expenditure increase of one particular agency. **Division of Employment and Training** exceeded its benchmark projection of \$461,672 with women owned business enterprises by an impressive 74%, resulting in \$803,096 of expenditures. These expenditures, which were projected to increase by \$34,108.00, actually increased by \$375,622.00. The need to keep pace with new Unemployment Insurance initiatives resulted in considerable additional expenditures with certified WBE vendors such as Eliassen Group (\$536,738.50). DET aggressively targeted new M/WBEs such as Red Sun Press (\$2,262.00) and Virginia A. Ells/dba Bloss Printing (\$6,691.15), and guided the latter in the SOMWBA certification process.

The **Department of Industrial Accidents** was able to exceed their FY01 benchmark in women owned business expenditures by 15% with the purchase of fax machines and office supplies from CAM Office Services, as well as, IT equipment and office supplies from NEOS. Due to a limited budget, the LRC set their FY01 WBE benchmark at \$3,000.00. However, with the purchase of a new printer, the hiring of a court reporter for the preparation of transcripts and the need for office furnishings and supplies, LRC was able to spend \$12,620.00, giving the agency an increase of \$9,620.00 (321%). The **Division of Occupational Safety** (DOS) also exceeded their WBE benchmark goal by an generous \$60,753.00, a 269% increase because of federal grant spending on service contracts this year, particularly in the HH subsidiary.

### **Final Comments**

With the help of the Affirmative Market Program, Department of Labor and Workforce Development found the on-line reporting system beneficial, with its immediate return on expenditures for current and past fiscal years. The site, which is easily accessible, proved to be a great resource for tracking and capturing final expenditures for each individual agency. The monthly AMP meetings have also been instrumental in aiding the communication between agencies and M/WBE certified vendors. Through monthly presentations, agencies have the opportunity to meet new vendors, acquire a better understanding of the M/WBE goods and services, ask specific questions pertaining to their needs, and seek out potential contract opportunities that they might not have thought available. With one such presentation this year, DLWD has found a new WBE vendor in Nelson Office Products, a subcontractor through a state wide contracted paper company, Xpedx.

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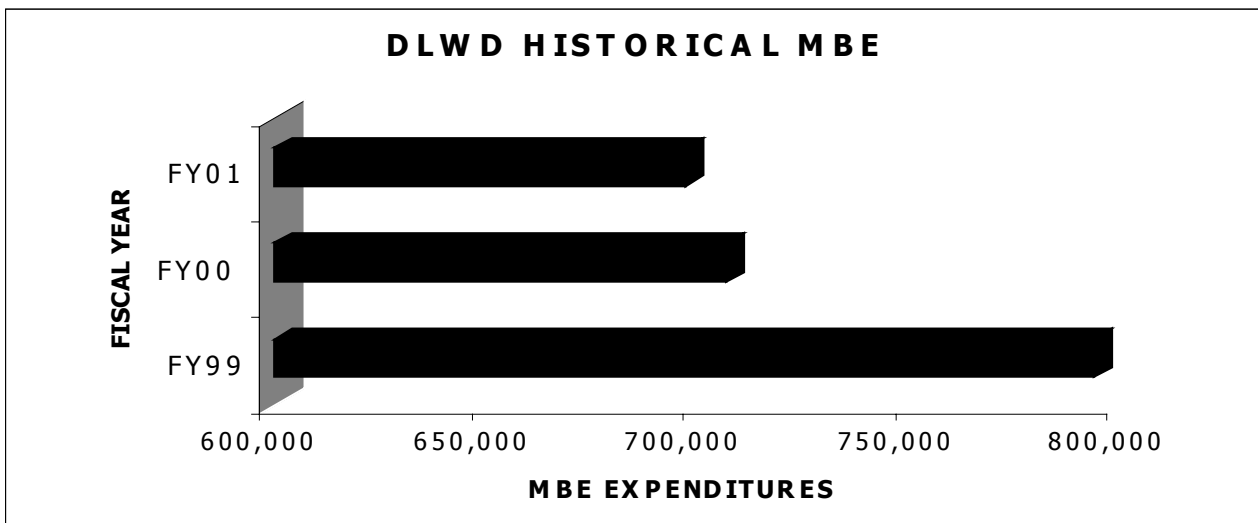
Although it was difficult for several agencies under DLWD to reach the purchasing level they did in past fiscal years such as when they were preparing for their office relocations, as a Secretariat, DLWD did increase their final expenditures in both women (74%) and minority (2%) business in FY01. Due to recent budgetary reductions, each agency will need to reassess its available funding for both goods and services while setting realistic goals for FY02 based on the historic expenditure levels.

Our commitment for improvement remains the same, we will continue to monitor and track agency spending, provide direction to agency staff that request goods and services, and assist the staff in utilizing statewide contracts and targeting M/WBE vendors.

In continuing our efforts, each agency will strive to ensure the equity of the procurement process, and to further the goals of the Affirmative Market Program for the coming year.

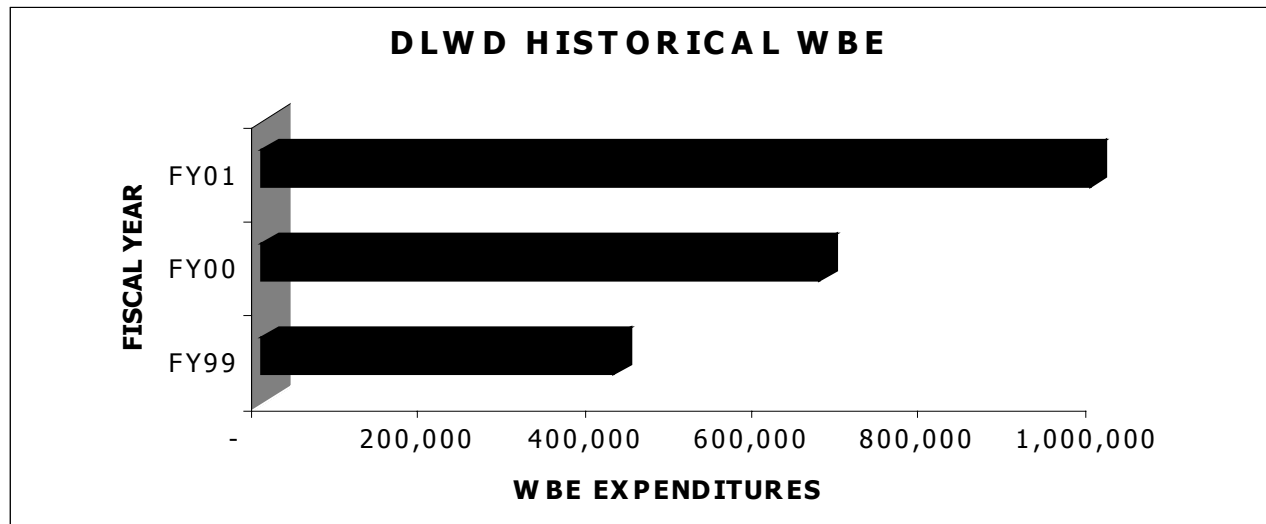
### **Historical Spending Trend-Minority Business Enterprises (MBEs)**

<b>DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT</b>			
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
Department of Labor & Workforce Development	10,272	17,353	2,630
Apprentice Training	34,081	16,990	18,871
Board of Conciliation and Arbitration	24,366	14,117	2,652
Department of Industrial Accidents	52,289	41,750	70,794
Division of Employment and Training	612,471	583,369	563,871
Division of Occupational Safety	27,834	27,091	26,199
Labor Relations Commission	16,340	5,594	9,358
Joint Labor Management Committee	16,202	582	3,019
<i>TOTAL</i>	<b>793,855</b>	<b>706,846</b>	<b>697,395</b>



## Historical Spending Trend-Women Business Enterprises (WBEs)

<b>DEPARTMENT OF LABOR AND WORKFORCE DEVELOPMENT</b>			
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
Department of Labor and Workforce Development	5,509	4,459	2,630
Apprentice Training	12,722	2,540	18,871
Board of Conciliation & Arbitration	21,492	9,712	13,684
Department of Industrial Accidents	47,726	42,696	53,356
Division of Employment & Training	280,821	574,126	803,097
Division of Occupational Safety	18,965	26,192	83,331
Labor Relations Commission	17,646	5,807	12,620
Joint Labor Management Commission	14,925	582	3,019
<b><u>TOTAL</u></b>	<b>419,806</b>	<b>666,155</b>	<b>990,608</b>



## OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATIONS

### Message from the Director

As the Director of Consumer Affairs and Business Regulations I am pleased to present the Fiscal Year 2001 Affirmative Market Program Report. As I reviewed the spending and procurement data of years past I see a positive trend of increased secretariat AMP spending developing. I look forward to continuing to achieve this high level of success in the OCABR agencies.

In FY01, the Secretariat exceeded its MBE benchmark by 38%. We were unable to meet our WBE benchmark due to the completion of a FY00 large IT project. This one-time expense was reflected in the benchmark. OCABR agencies have a small amount of discretionary money to spend from year to year. As a central business office our administrative staff works closely with our agencies to identify opportunities to contract with MBE and WBE vendors. We have a standing policy of purchasing all of our supplies from MBE/WBE vendors and are striving to utilize MBE/WBE printing services whenever possible.

Our goal for FY2002 is to continue to utilize MBE/WBE vendors whenever possible. We welcome the opportunity for continued growth in our Affirmative Market Program efforts as funding and other opportunities allow.

Jennifer Davis Carey  
Director

### Mission Statement

The Office of Consumer Affairs and Business Regulations is the state watchdog charged with educating, informing and protecting consumers. The Office staffs a Consumer Information Call Center, publishes educational brochures and alerts, investigates consumer problems, monitors the market place, and runs the state's [Lemon Law Program](#) and [Home Improvement Contractor Program](#).

### Overview of Secretariat Agencies

Alcoholic Beverages Control Commission - The ABCC licenses and monitors the manufacture, import, export, storage, transport, quality, and sales of all alcoholic beverages in Massachusetts. The Commission may grant, suspend, or revoke liquor licenses for shippers, taverns and bars, restaurants and hotels, package stores, chartered clubs and pharmacies.

State Board of Registration in Medicine - The Board was created to protect the public health, safety and welfare by setting standards for the practice of medicine and by ensuring that practitioners are appropriately qualified. The Board grants and renews doctors' licenses, and has the authority to receive and investigate complaints and discipline doctors. The Board also produces Physicians' Profiles for consumers.

Department of Telecommunications and Energy - The DTE regulates the rates, practices and quality of service of the public utilities and common carriers in the Commonwealth (electric, gas, water, cable and telecommunications companies, as well as bus companies, commercial motor vehicles and some aspects of railroads). The DTE also enforces safety regulations,

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oversees service, licenses and certifies service providers, sites energy facilities and handles consumer complaints, including billing and termination practices of utility companies.

Division of Energy Resources - The mission of the Division of Energy Resources is to implement energy policies that ensure an adequate supply of reliable, affordable and clean energy for business and residents of Massachusetts. The Division improves and streamlines energy regulation, promotes greater efficiency in all energy uses, reduces energy costs and mobilizes energy education.

The Division of Banks - The Division of Banks regulates, supervises and audits state-chartered trust companies, savings banks, cooperative banks, credit unions, finance companies, mortgage brokers and lenders and collection agencies. The Division also grants charters and approves branches, acquisitions and mergers. The division promotes the public interest by fostering the safety and soundness of financial institutions, by encouraging fair competition and reinvestment in the community, and by supervising small loan interest rate, credit, and savings transaction compliance.

The Division of Insurance - The Division regulates all aspects of the insurance industry. It licenses more than 800 insurance entities, companies and HMOs, and more than 100,000 insurance personnel. The Consumer Section answers consumer questions and investigates complaints against agents, brokers and insurers. The Division also performs market conduct and financial examinations, audits licenses, reviews rates and policy forms, and participates in rate setting.

The Division of Professional Licensure - The Division of Professional Licensure is an umbrella agency responsible for the 32 professional licensing boards that ensure the integrity of the licensure process for more than 515,000 professionals in more than 45 trades and professions. The boards, created primarily to protect the health and safety of all consumers, each examine and license applicants, hold disciplinary hearings, and establish standards for professional conduct. A centralized Investigative Unit handles all consumer complaints against licensed professionals.

The Division of Standards - The Division is responsible for setting standards and testing the accuracy of all weighing and measuring devices used in the sale of food, fuels, and other products. The Division sets accuracy and safety standards for thermometers, governs the advertising and sale of motor fuels, sets standards for lubricating oils, anti-freeze and fuel oils, and inspects all fuel-dispensing pumps. The Division licenses hawkers, peddlers, motor fuel and motor oil dealers, auctioneers, and enforces pricing laws and regulations.

The State Racing Commission - The State Racing Commission regulates all pari-mutuel activities in Massachusetts. The Commission oversees thoroughbred, harness and greyhound racing; licenses all racing tracks and all owners, trainers, jockeys, veterinarians, blacksmith and other agents and employees of the tracks. The Commission also hears appeals from the decisions of the Boards of Stewards or the Boards of Judges, and monitors the security and protection of racing animals and the wagering public.

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## **Overview of Secretariat Programs**

Home Improvement Contractor Program - In 1992, the Home Improvement Contractor Law was created to protect consumers and to regulate the home improvement industry (M.G.L. c. 142A). The Office of Consumer Affairs and Business Regulation manages an Arbitration Program to help consumers resolve disputes against home improvement contractors. Consumer Affairs also administers the Guaranty Fund, which compensates eligible consumers up to \$10,000 for unpaid judgments against registered contractors. In 1998, Consumer Affairs received 88 Home Improvement Contractor Guaranty Fund complaints, and issued 57 award settlements, totaling \$344,571.77.

The Lemon Law Program - The Lemon Law and the Used Vehicle Warranty Law provide protection to consumers who purchase new, used and leased cars. The Office of Consumer Affairs and Business Regulation administers an Arbitration Program to resolve disputes between consumers, dealers and manufacturers. Each year hundreds of thousands of dollars are returned to consumers who purchase "lemon" vehicles. Recently, Consumer Affairs eliminated the application fee for the Lemon Law Arbitration program by recruiting and training professional, pro bono arbitrators to hear the cases. As a result of this initiative, Consumer Affairs saved 365 consumers a total of \$146,000 in fees in 1998.

## **FY 2001 MBE Narrative**

### Alcoholic Beverages Control Commission (ABC)

In FY01 the ABC was able to more than double its MBE spending from FY00. This increased MBE spending was also significantly higher than the established FY01 MBE spending benchmark. The increased spending was due in large part to an increase in travel management services, printing expenses and office supplies.

### Office of Consumer Affairs and Business Regulation (SCA)

In FY01 SCA was able to exceed its MBE spending from FY00 by ~\$48K. This increased MBE spending was ~\$5K more than the established FY01 benchmark. The increased spending was due in large part to a onetime purchase of information technology equipment (Personal Computers).

### Division of Standards (DOS)

In FY01 DOS was successful at meeting its established FY01 MBE spending benchmark. DOS exceeded this benchmark by ~\$5K. However, the DOS total FY01 MBE spending was slightly less than the FY00 spending. This small shortfall can be attributed to a reduction in printing expenses and office supplies spending in FY01.

### Division of Professional Licensure (REG)

In FY01 REG was successful at meeting its established FY01 MBE spending benchmark. REG exceeded this benchmark by ~\$8K. However, the REG total FY01 MBE spending was slightly less than the FY00 spending. This small shortfall can be attributed to a reduction in travel management services spending in FY01.

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#### Division of Banks (DOB)

In FY01 the DOB was successful at meeting its established FY01 MBE spending benchmark. The DOB exceeded this benchmark by ~\$14K. The DOB total FY01 MBE spending was consistent with FY00 spending. The DOB MBE spending consisted mostly of office supplies, printing expenses, travel management services and some office furnishings.

#### State Racing Commission (SRC)

In FY01 the SRC was successful at meeting its established FY01 MBE spending benchmark. The SRC total FY01 MBE spending was ~\$4K higher than FY00 spending. The SRC MBE spending consisted mostly of office supplies, printing expenses and laboratory supplies.

#### Department of Telecommunications and Energy (DPU)

In FY01 the DPU was successful at meeting its established FY01 MBE spending benchmark. The DPU exceeded this benchmark by ~\$27K due in large part to increased use of travel management services from MBE vendors. However, the DPU total FY01 MBE spending was less than the FY00 spending. This shortfall can be attributed to a onetime purchase of office furnishings made in FY00.

#### Division of Energy Resources (ENE)

In FY01 ENE was successful at meeting its established FY01 MBE spending benchmark. ENE exceeded this benchmark by ~\$5K. However, the ENE total FY01 MBE spending was slightly less than the FY00 spending. This small shortfall can be attributed to a reduction in spending related to office supplies and printing expenses in FY01.

#### State Board of Registration in Medicine (MED)

In FY01 MED was able to double its MBE spending from FY00. This increased MBE spending more than doubled the established FY01 MBE spending benchmark. The increased spending was due in large part to an increase in travel management services, printing expenses and office supplies.

#### Division of Insurance (DOI)

In FY01 the DOI was able to exceed its MBE spending from FY00 by ~\$27K. This increased MBE spending was ~\$15K more than the established FY01 MBE spending benchmark. The increased spending was due in large part to an increase in travel management services, printing expenses and office supplies.

### **FY 2001 WBE Narrative**

#### Alcoholic Beverages Control Commission (ABC)

The ABC more than doubled their FY00 purchases of office supplies from WBE vendors in FY01. However, ABC fell short of their FY00 total WBE spending and the FY01 established benchmark. This shortfall is due in large part to ~\$30K of onetime expenditures made in FY00 for information technology professionals. These onetime expenditures inflated the FY00 WBE spending as well as the FY01 established benchmark which is an average of 1999 and 2000 expenditures.

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#### Office of Consumer Affairs and Business Regulation (SCA)

The SCA exceeded their FY00 WBE spending by ~\$6K. These expenditures were comprised mostly of office, printing supplies and expenses as well as some spending on software and temporary help services. Despite the increased WBE spending by SCA they were unable to meet their established FY01 benchmark. This shortfall is due in large part to onetime expenditures made in FY99 for information technology professionals and hardware. These onetime expenditures inflated the FY01 established benchmark, which is an average of 1999 and 2000 expenditures.

#### Division of Standards (DOS)

The DOS exceeded both their FY00 WBE spending and their established FY01 WBE spending benchmark. The DOS expenditures were comprised mostly of office & printing supplies.

#### Division of Professional Licensure (REG)

REG exceeded both their FY00 WBE spending and their established FY01 WBE spending benchmark. REG expenditures were comprised mostly of office, printing supplies and expenses.

#### Division of Banks (DOB)

The DOB was unable to match their FY00 WBE spending or meet their established FY01 WBE spending benchmark. This shortfall is attributed to decreased spending on office supplies from WBE registered vendors. Also, the DOB spends a large sum of dollars each year on temporary help services, which haven't been counted towards the W/MBE total spending. DOB has made it a point in FY02 to spend more of their overall temporary help spending with W/MBE vendors.

#### State Racing Commission (SRC)

The SRC just missed matching their FY00 WBE spending and their established FY01 WBE spending benchmark. The SRC WBE expenditures were comprised entirely of office supplies. The SRC experienced a slight decrease in this area of spending from FY00.

#### Department of Telecommunications and Energy (DPU)

DPU was unable to match their FY00 WBE spending or meet their established FY01 WBE spending benchmark. This shortfall is attributed to decreased spending on office supplies and printing expenses from WBE registered vendors. This shortfall is partially due to a onetime expenditure made in FY00 for office furnishings. This onetime expenditure partially inflated the FY01 established benchmark, which is an average of 1999 and 2000 expenditures. The DPU WBE expenditures were comprised mostly of office, printing supplies and expenses.

#### Division of Energy Resources (ENE)

ENE was unable to match their FY00 WBE spending or meet their established FY01 WBE spending benchmark. This shortfall is attributed to decreased spending on temporary help services with WBE registered vendors. In FY00 ENE had ~\$27K of WBE temporary help spending. The ENE changed vendors in FY01 because there was an unacceptable amount of turnover among the temporary workers the vendor was sending and the new vendor chosen wasn't a registered WBE. ENE will try to incorporate an additional vendor going forward in order to restore some of the previous WBE spending. The ENE WBE expenditures were comprised mostly of office, printing supplies and expenses.

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#### State Board of Registration in Medicine (MED)

MED was unable to match their FY00 WBE spending or meet their established FY01 WBE spending benchmark. This shortfall is attributed to decreased spending on temporary help services with WBE registered vendors. In FY00 MED had ~\$75K of WBE temporary help spending. MED used 4 different vendors in FY01 and three of the vendors used weren't registered WBE's. MED will try to increase the usage of the WBE vendor going forward in order to restore some of the previous WBE spending. The MED WBE expenditures were comprised mostly of office supplies, printing expenses; postage and some temporary help services.

#### Division of Insurance (DOI)

The DOI more than doubled their FY00 spending on temporary help services from WBE vendors in FY01. However, the DOI was unable to match their FY 00 WBE spending or meet their established FY01 WBE spending benchmark. This shortfall is attributed to decreased spending on office supplies and printing expenses from WBE registered vendors. The DOI WBE expenditures were comprised mostly of office, printing supplies and expenses, temporary help services and office furnishings.

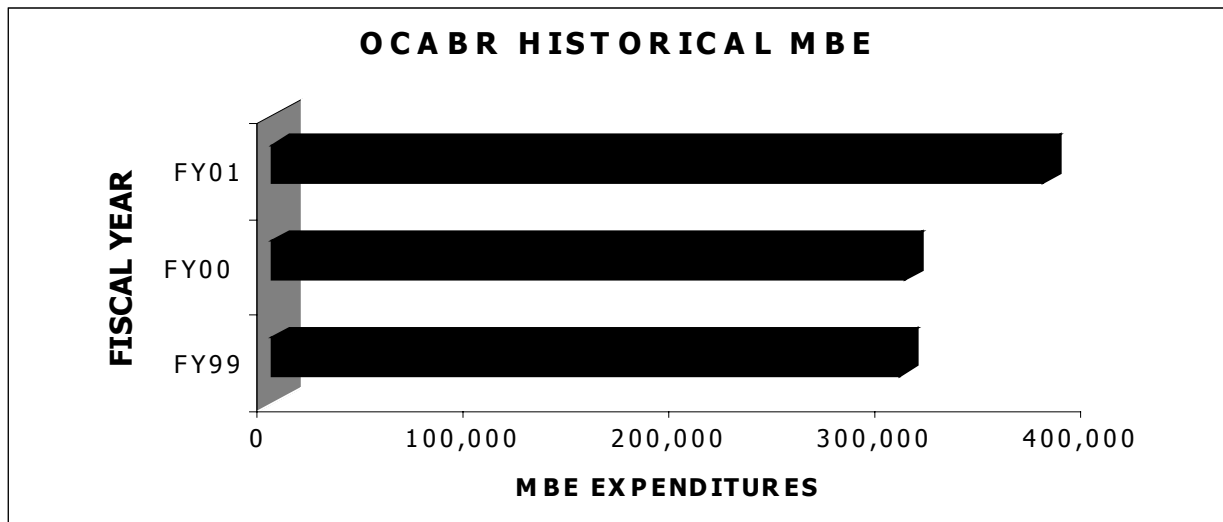
#### **FY 2001 Comments on the Affirmative Market Program**

A severe shortfall in discretionary spending statewide will negatively impact spending choices for the coming fiscal years 2002 & 2003. The majority of areas where the OCA secretariat spends dollars on M/WBE vendors have been cut back to less than maintenance levels. These spending areas include office supplies, printing expenses, travel management, temporary help services and special one-time only capital related expenditures for information technology equipment and information technology consultation. For example, temporary help services are allowed only on a case-by-case basis, printing expenses and office supplies have been cut to a minimum, there has been a freeze put on all out of state travel and all capital related IT projects are being closely scrutinized by the budget analysts. Therefore, past spending benchmarks will not be realistic targets for FY 2002 or 2003. It is a difficult fiscal time and we regret to have to make these cuts to our lower subsidiary spending. As soon as we have the resources we will look forward to re-establishing increased levels of M/WBE spending.

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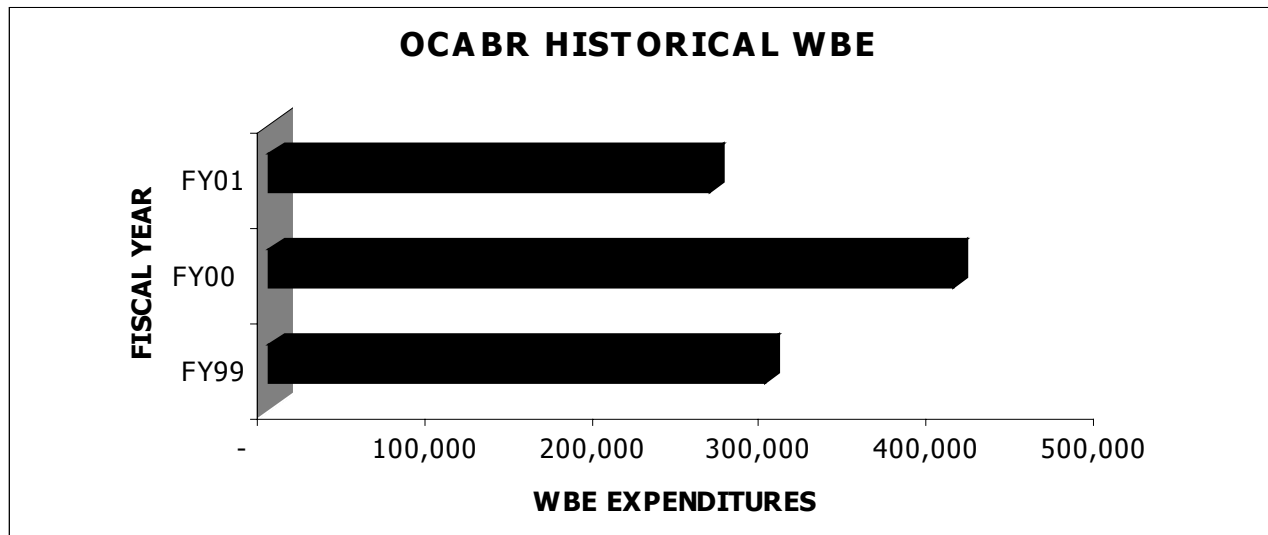
## Historical Spending Trend-Minority Business Enterprises (MBEs)

<b>OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION</b>			
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
Consumer Affairs and Business Regulation	25,826	6,329	51,046
Alcoholic Beverage Control Commission	6,511	5,175	11,847
Board of Medicine	15,620	15,522	31,276
Dept. of Telecommunication and Energy	36,439	81,579	62,852
Division of Banks	44,126	57,179	57,575
Division of Energy Resources	27,529	37,753	32,558
Division of Insurance	93,082	44,393	71,068
Division of Registration	30,641	39,206	35,227
Division of Standards	3,237	10,415	7,614
State Racing Commission	22,144	9,923	14,090
<b>TOTAL</b>	<b>305,155</b>	<b>307,472</b>	<b>375,153</b>



## Historical Spending Trend-Women Business Enterprises (WBEs)

<b>OFFICE OF CONSUMER AFFAIRS AND BUSINESS REGULATION</b>			
	<b>FY99</b>	<b>FY00</b>	<b>FY01</b>
Consumer Affairs & Business Regulation	39,952	2,978	9,135
Alcoholic Beverages Commission	6,680	34,068	17,331
Board of Medicine	86,567	121,313	86,669
Department of Telecommunication & Energy	25,752	53,862	26,824
Division of Banks	14,797	15,720	9,673
Division of Energy Resources	34,575	81,968	21,522
Division of Insurance	56,720	58,443	49,959
Division of Registration	18,188	23,458	24,992
Division of Standards	2,331	7,595	7,992
State Racing Commission	11,532	10,118	9,711
<b>TOTAL</b>	<b>297,094</b>	<b>409,522</b>	<b>263,808</b>



## MASSHOUSING

### Message from the Executive Director

"MassHousing, formerly known as the Massachusetts Housing Finance Agency, has demonstrated a long history of successful achievement in the area of equal opportunity and remains firmly committed to developing a level playing field for individuals and companies competing for MassHousing-generated business. Minority and Women Business Enterprises have long been underrepresented in the housing and management industry. In fiscal year 2001, MassHousing continued to make a significant commitment of personnel and financial resources to develop and implement an affirmative action strategy, which promotes procurement and contracting opportunities for minority and women business enterprises across all areas of the Agency. In FY2001, MassHousing exceeded our goals for the utilization of both minority- and women-owned businesses."

Thomas R. Gleason  
Executive Director

### Mission Statement

MassHousing offers a variety of financial resources to promote decent, safe and affordable housing throughout the Commonwealth. Since its creation in 1966, MassHousing's programs have helped tens of thousands of low- and moderate-income people buy their first homes or rent affordable apartments. MassHousing's programs also enable lenders to increase their investment in affordable mortgage and bond programs, and developers to maximize new business opportunities in niche market areas. MassHousing's commitment to challenge traditional lending practices combines innovation with sound business practices – a philosophy that reinforces the Agency's position as the leader in affordable housing finance in Massachusetts.

### MassHousing's FY01 MBE & WBE Utilization\*

The Agency's Compliance & Diversity Division is responsible for monitoring and compliance of MassHousing's initiatives. In compliance with the Executive Office for Administration & Finance's mandates for fiscal year 2001, MassHousing made a commitment to benchmark \$2,295,492, for Minority Business Enterprise (MBE) participation. MassHousing expended a total of \$7,928,006 for the Agency's procurement of goods and services. MassHousing exceeded its goal by expending \$2,314,702 or 29% with MBE SOMWBA-certified contractors. For Women Businesses Enterprises, the Agency benchmarked a goal of \$2,027,582. This benchmark was also exceeded as the Agency expended \$2,101,235 or 27%, with SOMWBA-certified Women Business Enterprise (WBE) and Minority/Women Business Enterprise (M/WBE) vendors.

Please note: Awarded dollars and goal achievement for Minority Women Business Enterprises are counted in both Women and Minority Business categories

### MassHousing/HUD Demonstration Disposition Program - A Special Initiative

The HUD Demonstration Disposition Program is an innovative partnership between HUD and MassHousing, which will see 1,850 units of HUD-foreclosed housing in Boston renovated or rebuilt with ownership ultimately transferred to residents or resident-selected owners. As of July 2001, a total of \$241,005,929 had been awarded to general contractors for the

construction phase of the program. Of the total construction dollars awarded, \$120,335,249 or 50% had been awarded to MBEs and \$15,965,046 or 7% to WBEs and M/WBEs\*.

As part of this initiative, MassHousing directly awarded design contracts for the provision of architectural services for developments in the Demonstration Disposition Program. (Generally, design services are the responsibility of the housing developers with whom MassHousing does business, not MassHousing itself.) Therefore, in this report, design award and expenditure information is provided only for those architectural services contracted under the Demonstration Disposition Program. As of FY01, MassHousing has awarded \$25,187,021 for design services. Of this amount, \$20,646,026 or 82% was awarded to MBE prime architects and technical consultants. WBEs and M/WBEs were awarded \$1,211,944 or 5% for design services. Combined MBEs and WBEs were awarded \$21,857,970 or 87% in design contracts for this program.

Also, the Demonstration Disposition program has enhanced contract opportunities for minority and women-owned businesses in two other important related service areas. As of FY01, 100% of the security service contracts have been awarded to MBE and M/WBE-owned companies. Property management services have expended 49% of available dollars with MBE property management companies and MBE service/vendor subcontractors.

### **MassHousing Construction Projects - Statewide**

MassHousing had 20 development projects under construction in FY01, with awarded contracts totaling \$114,922,548. Of this amount, \$35,131,197 or 31% were awarded to MBEs and \$12,431,140 or 11% were awarded to WBEs and M/WBEs\*. Combined MBEs and WBEs were awarded \$47,562,337 or 41% for construction contracts.

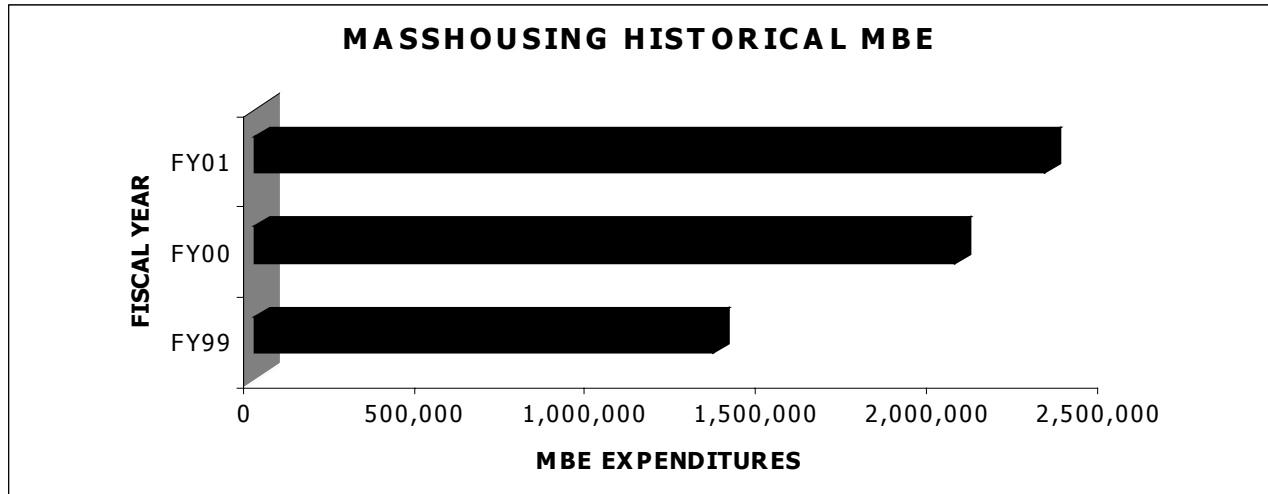
### **MassHousing Portfolio Properties Statewide FY01 MBE Utilization**

Of the 471 developments in MassHousing's portfolio reporting during FY01, a total of \$131,237,484 was expended for supplies, equipment and services across the state. Of this total dollar amount, \$22,264,588 or 17% were attributed to MBE expenditures and \$4,624,384 or 4% to WBE\* expenditures.

Please note: Awarded dollars and goal achievement for Minority Women Business Enterprises are counted in both Women and Minority Business categories.

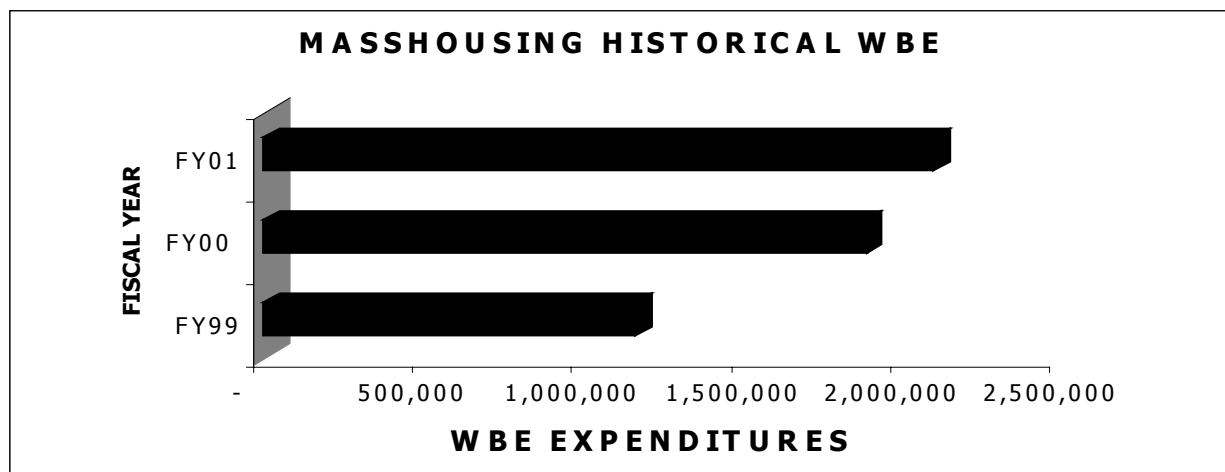
### Historical Spending Trend-Minority Business Enterprises (MBEs)\*

MASSHOUSING			
	FY99	FY00	FY01
MassHousing	1,343,469	2,047,515	2,314,702
<b>TOTAL</b>	<b>1,343,469</b>	<b>2,047,515</b>	<b>2,314,702</b>



### Historical Spending Trend-Women Business Enterprises (WBEs)\*

MASSHOUSING			
	FY99	FY00	FY01
MassHousing	1,164,789	1,890,376	2,101,235
<b>TOTAL</b>	<b>1,164,789</b>	<b>1,890,376</b>	<b>2,101,235</b>



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## **Appendix A**

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### **EXECUTIVE ORDER 390**

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# **AFFIRMATIVE MARKET PROGRAM IN PUBLIC CONTRACTING**





THE COMMONWEALTH OF MASSACHUSETTS

Executive Department  
State House Boston 02133  
(617) 727-3600

ARGEON PAUL CELLUCCI  
GOVERNOR

CHARLES D. BAKER  
SECRETARY

By His Excellency

WILLIAM F. WELD  
GOVERNOR

EXECUTIVE ORDER NO. 390

ESTABLISHING AN AFFIRMATIVE MARKET PROGRAM  
IN PUBLIC CONTRACTING

WHEREAS, The Commonwealth has an affirmative responsibility to develop and maintain equitable practices and policies in the public marketplace;

WHEREAS, a diverse business community strengthens the state economy and is beneficial to all of the citizens of the Commonwealth;

WHEREAS, in 1990, the Massachusetts Commission Against Discrimination conducted hearings and investigations which documented a history of discrimination against minorities and women in the Commonwealth, and in 1994, the Executive Office of Transportation and Construction produced a Disparity Study which documented a history of discrimination against minority and women owned businesses, in which the Commonwealth's agencies were participants;

WHEREAS, this discrimination against minorities and women currently affects the utilization of minority and women owned businesses in state contracting;

WHEREAS, the Commonwealth has a compelling interest in redressing the effects of past discrimination through the utilization of the available and qualified pool of minority and women owned businesses;

NOW, THEREFORE, I, WILLIAM F. WELD, Governor of the Commonwealth of Massachusetts, by virtue of the authority vested in me as Supreme Executive Magistrate, and Lieutenant Governor ARGEON PAUL CELLUCCI, do hereby order as follows:

**Section 1. Declaration of Policy** . It is the policy of the Commonwealth to promote equality in the market and, to that end, to encourage full participation of minority and women owned businesses in all areas of state contracting, including contracts for construction, design, goods and services.

**Section 2. Affirmative Market Plans**. The Commonwealth has a compelling interest in using racial and gender based classifications for the purposes of remedying past discrimination and promoting other, non-remedial objectives such as the delivery of effective human services in the areas of public health, safety and welfare.

Subject to the approval and direction of the Secretary of Administration and Finance, all executive offices, agencies, departments, boards and commissions of the Commonwealth (hereinafter referred to as "Agency" or "Agencies") are hereby directed to implement the narrowly tailored affirmative market program set forth in this Executive Order which shall include race and gender conscious goals where necessary to eliminate disparity between minority or women owned businesses (M/WBEs) and other business entities in the relevant market, defined as the Commonwealth of Massachusetts.

For purposes of this Executive Order, "minority" shall be defined as a permanent resident of the U.S. operating a business within the Commonwealth who is black, Western Hemisphere Hispanic, Asian, American Indian, or Cape Verdean, and a "Minority Business Enterprise" (MBE) as a minority business certified by the State Office of Minority and Women Business Assistance (SOMWBA) or another state Agency. A "Woman Business Enterprise" (WBE) shall be a business certified as such by SOMWBA or another state Agency.

Goals for M/WBE participation in state funded contracts shall be based upon the broadest and most inclusive pool of available M/WBEs capable of performing the contracts and interested in doing business with the Commonwealth in the areas of construction, design, goods and services. SOMWBA, or its successor, shall create and maintain a current directory of certified M/WBEs which will serve as one source of information in determining the pool of available M/WBEs. Goals shall be established by the Secretary of Administration and Finance, or his/her designee, and shall be expressed as overall annual program goals, applicable to the total dollar amount of an Agency's contracts awarded during the fiscal year for each of the Agency's types of contracts. The goals established in Section 1.2 of Executive Order 237 shall remain in effect until revised goals are developed pursuant to this Executive order, which shall occur promptly, but in no event later than January 1, 1997. Goals developed pursuant to this Executive Order shall be revised as necessary for the fiscal year beginning July 1, 1997 and at least every two years thereafter.

The Secretary of Administration and Finance, or his/her designee, shall develop a procedure by which Agencies may, for an individual contract, adjust the goals for M/WBE participation (whether the goals are established pursuant to Executive Order 237 or pursuant to this Executive Order) based upon actual availability, geographic location of the project, the contractual scope of work or other relevant factors.

The Secretary of Administration and Finance, or his/her designee, shall develop a good faith efforts waiver procedure by which Agencies may determine, at any time prior to the award of the contract, that compliance with the goals is not feasible and by which Agencies may reduce or waive the goals for an individual contract.

Recognizing the importance of joint ventures and partnerships involving M/WBEs in increasing the participation of M/WBEs in state contracting, the Secretary of Administration and Finance, or his/her designee, shall develop guidelines and procedures for Agencies to follow in contracting with such entities. Such guidelines and procedures shall seek to encourage the development of joint ventures and partnerships for the purpose of contracting with the Commonwealth.

In connection with the affirmative market program, SOMWBA shall regularly review and, where necessary, modify its certification process to ensure that it operates effectively, and shall report annually to the Secretary of Administration and Finance.

**Section 3. Capacity Development.** The Massachusetts Office of Business Development (**MOBD**), or its successor, is hereby designated the state Agency responsible for providing a capacity development program to M/WBEs and other interested businesses seeking to do business with the Commonwealth. The capacity development program shall include, but is not limited to, the following core areas of business development: strategic planning, financial management planning, human resource-management and planning, information technology access and management, and . marketing.

MOBD shall report annually to the Secretary of Administration and Finance on its progress in assisting M/WBEs and other businesses.

Contracting Agencies of the Commonwealth shall supplement the capacity development program provided by MOBD with industry specific assistance, training, education and procurement information.

**Section 4. Program Oversight, Enforcement and Reporting Requirements.** The Secretary of Administration and Finance shall be responsible for the overall management, monitoring and enforcement of the program established pursuant to this Executive Order. A Program Director shall be designated within the Executive Office of Administration and Finance to assist in program development, coordination and compliance. A Director of Enforcement shall be designated within the Executive Office of Administration and Finance with responsibility for monitoring contract compliance across all Agencies, addressing potential program violations and coordinating Agency enforcement activities with SOMWBA and the Attorney General.

Each Secretary and Agency head shall designate a highly placed individual charged with management of this program. Each Secretary and Agency head may designate such other personnel as they deem necessary to support the implementation, monitoring and enforcement of this program and the coordination of those functions. Each Secretariat shall ensure that Agencies establish, subject to guidelines developed by the Secretary of Administration and Finance or his/her designee, special provisions that serve as governing standards for contract compliance. It is the intention of this Executive Order that the principles underlying the affirmative market program be incorporated into the fabric of general management in state government.

Each Secretariat shall report annually to the Secretary of Administration and Finance on the effectiveness of the program, including a report of the total dollar amounts awarded and actually paid to M/WBEs in all areas of state contracting. The Secretary of Administration and Finance shall report annually, within ten weeks of the issuance of the Annual Financial Report by the Office of the Comptroller, to the Minority and Women Business Enterprise Oversight Committee established by this Executive order and to the Governor.

**Section 5. Minority and Women Business Enterprise Oversight Committee.** The Secretary of Administration and Finance shall appoint a Minority and Women Business Enterprise Oversight Committee, not to exceed twenty members, which shall assist the Secretary in the implementation of this Executive order. Oversight Committee members shall serve for two year terms, except that in the initial appointments, one half shall be appointed to one year terms, and one half shall be appointed to two year terms. Members may serve a maximum of three (3) full two year terms.

**Section 6. Independent Authorities and Public Institutions of Higher Learning.** Independent authorities and public institutions of higher learning are encouraged to adopt M/WBE policies and programs consistent with this Executive Order.

**Section 7. Sunset Provision.** The Executive Office for Administration and Finance shall review the program described in this Executive Order at least every five years. The review shall determine: whether the objectives are being met; whether the conditions giving rise to the Order continue to exist; whether race and gender neutral measures are capable of addressing the effects of discrimination without the other measures specified in the order; and whether the program described in the Order should be modified or sunsetted.

Section 8. Effective Date. With the exception of the goal component of the affirmative market program, as set forth in Section 2 of this Executive order, all provisions of this Executive Order are effective immediately. The goal component of Order 237, as set forth in Section 1.2 of Executive Order 237, shall remain in effect until revised goals - are developed pursuant to Section 2 of this Executive Order, but in no event shall it remain in effect beyond January 1, 1997. All other provisions of Executive Order 237 are hereby immediately revoked.

Given at the Executive Chamber in Boston this  
6<sup>th</sup> day of August in the year one thousand nine  
hundred and ninety-six.

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William F. Weld, Governor  
Commonwealth of Massachusetts

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Argeo Paul Cellucci, Lieutenant Governor  
Commonwealth of Massachusetts

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William Francis Galvin  
Secretary of the Commonwealth

**GOD SAVE THE COMMONWEALTH OF MASSACHUSETTS**

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## **APPENDIX B**

### **AFFIRMATIVE MARKET PROGRAM**

### **PROCUREMENT LANGUAGE**

## **AFFIRMATIVE MARKET PROGRAM PROCUREMENT LANGUAGE**

AMP Coordinators made it very clear this fiscal year that new policies and procedures needed to be adapted to ensure that full participation and ample opportunities are available to all certified minority and women vendors. One specific area to address was the AMP procurement language currently being utilized by Departments from the Commonwealth's Operational Services Division Procurement Policies and Procedures Handbook. In order to address this need, a focus group was formed to evaluate the existing language and make necessary recommendations. The focus group consisted of the Affirmative Market Program directors, Department AMP coordinators, and Operational Services Division (OSD) staff. The objective of this group was to assist in the development of new AMP language to be used by Departments in developing and issuing procurements. The intent of the new language is to provide AMP guidance, suggestions and examples that assist Departments in meeting their annual AMP benchmarks.

Phase I of the AMP Procurement Language Initiative is complete. Before we move forward and implement this new language, we are awaiting the results of the combined availability analysis conducted by the Department of Environmental Protection and the Massachusetts Water Resource Agency. We anticipate that this analysis will provide additional information for Departments to use in developing AMP procurement language. In the meantime, Departments will shortly be receiving a draft copy of the AMP language to review. We will be inviting Departments to provide feedback to the AMP Directors before officially implementing the AMP Procurement Language Initiative.

Recently we embarked on the development of Phase II of the AMP Procurement Language Initiative, which should be ready for review by end of FY02. Phase II of the Initiative is being developed by a new AMP team, including AMP coordinators and OSD procurement team leaders. The objective of Phase II is to develop methodologies to systematically capture subcontracting expenditures with certified vendors. Developing such methodologies would encourage primary contractors to use certified vendors as subcontractors, or in other types of partnerships and commitments for the purpose of contracting with the Commonwealth. Adapting a methodology to capture subcontractor payments will ultimately assist Departments in reaching their AMP benchmarks by capturing expenditures with certified subcontractors. Eventually, primary contractors will recognize the advantage of partnering with certified vendors and in participating in the Affirmative Market Program.

The following are some of the components of the upcoming AMP Procurement Language Initiative that will be incorporated in the Commonwealth's Procurement Policies and Procedures Handbook.

- **Management Responsibilities:** All managers are responsible for improving their agency performance in the AMP by assisting in the success of meeting their annual benchmarks and increasing contracts with M/WBEs.
- **General Guidance:** For Incidental Purchases Departments should always consider using SOMWBA certified M/WBEs for incidental purchases. A listing of SOMWBA certified businesses is located on SOMWBA's website, [www.state.ma.us/somwba](http://www.state.ma.us/somwba).
  - Procurements Under \$50,000, This is an opportunity to further increase AMP activity. Departments are strongly encouraged to include the AMP Coordinator in the procurement process with a specific focus on increasing participation of M/WBEs.

- Procurements Over \$50,000, All large procurements over \$50,000 must include language that requires the submission of an Affirmative Market Program Plan. While Departments have flexibility in determining what to request and require in an Affirmative Market Program Plan, it is the Department's responsibility to develop an approach that will result in each Department meeting its annual AMP benchmarks.
- Components of an Affirmative Market Program Plan: In the development of their AMP, Departments may consider requiring all or some of the following components: Subcontracting, Growth and Development, Ancillary Use, and Past Performance or past use of M/WBEs by primary contractor. The new guidance defines each of these components and provides suggestions on how each approach could be incorporated into the AMP.
- Planning for the AMP Plan in an RFR: Departments are directed to implement a narrowly tailored AMP Plan. It is very important to include an AMP Coordinator or their designee as PMT participants or advisors.
- Evaluation of the AMP Plan: The Departments' evaluation of the AMP Plan should be based primarily on how well it demonstrates the development and strengthening of M/WBEs within the service area defined by the RFR. The draft language provides suggestions on how to evaluate the components of an AMP.
- Negotiations of the AMP Plan: Prior to signing a contract, Departments may negotiate a benchmark or target for spending with SOMWBA certified M/WBEs for the duration of the contract.
- The AMP Implementation: Departments need to develop their own deliverables for AMP implementation. The ultimate outcome being sought is the successful partnering between private business, certified vendors, and the Commonwealth entities to participate in the Affirmative Market Program.
- Guidelines for Monitoring AMP Compliance: The new language provides guidelines for monitoring commitments agreed to by all participants including the prime contractor. It is the expectation that all parties act in good faith in the execution of the AMP policy. Steps are outlined to address non-compliance, verifications of payments and other issues that may arise in the execution and duration of the contract.

Once implemented, the AMP Procurement Language Initiative will serve as a comprehensive tool providing standards, policies, and procedures for all levels of the procurement process involving the objectives of Executive Order 390 and the Affirmative Market Program. The directors of the program look forward to collaborating with all purchasing Departments in obtaining feedback on this essential initiative which will not only increase the use of M/WBEs, but also improve benchmark performance for all participants.



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## **APPENDIX C**

# **AFFIRMATIVE MARKET PROGRAM COORDINATOR JOB DESCRIPTION**

## **Affirmative Market Program Coordinator Job Description**

1. Develops and coordinates the agency's Affirmative Market Program (AMP) objectives pertaining to expenditures with Minority and Women Business Enterprises (M/WBE) in the areas of goods, services, construction and design; and monitors contract and procurement language in order to ensure effective operation and compliance with Executive Order 390. Initiates and follows through on any necessary remedial actions for compliance.
2. Establishes benchmark objectives for agency or department based on the average of the previous two years of M/WBE expenditures added to the projected annual increase.
3. Secures approval of fiscal benchmark objectives (targets) from the agency head, and coordinates with the chief financial officer on the distribution of the goals to the appropriate managers and staff.
4. Maintains a current list of ready and willing SOMWBA certified vendors available to contract with state entities. Distributes the list and immediately notifies appropriate managers and staff of any changes.
5. Regularly monitors the SOMWBA and Comm-PASS web pages for updates and instructs appropriate managers and staff on how to use these resources.
6. Provides resources, information and guidance to appropriate managers and staff regarding AMP mandates.
7. Maintains knowledge of current procurement language, regulations and procedures, including those issued by the Operational Services Division (OSD) relating to the Request for Response (RFR) process.
8. Provides regular written reports to upper management on AMP activity, highlighting year-to-date progress toward meeting or exceeding benchmark objectives.
9. Develops, oversees, and coordinates the data-gathering and data-analysis systems necessary to produce reports required by Executive Order 390.
10. Develops a department narrative for the AMP Secretariat Coordinator to be incorporated as part of the Secretariat Narrative and included in the AMP's Annual Report, including data that measures performance against stated goals and objectives.
11. Actively participates in all AMP related activities throughout the fiscal year including but not limited to monthly Coordinators' meetings.

### **CABINET SECRETARIAT COORDINATORS:**

12. Supervises AMP Coordinators of agencies that fall under their Executive Office including the establishment of the structure and timing of regular written reports that measure the agencies' performance toward meeting established benchmark objectives.
13. Prepares the annual AMP narrative for the Executive Office that consolidates the narratives of the secretariat's agencies, and includes research and analysis evaluating each agency's

performance based upon their benchmark achievement. Identifies secretariat wide barriers and makes recommendations to appropriate agency staff and AMP directors.

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## **APPENDIX D**

# **AFFIRMATIVE MARKET PROGRAM STATEWIDE COORDINATOR CONTACT LIST**

**OFFICE OF THE GOVERNOR**

<b>Office of the Governor</b>					<b>Tel</b>	<b>Fax</b>	<b>Email</b>
Terry Dolan	State House, Room 360	Boston	MA	02133	617-727-3600	617-727-8685	tdolan@state.ma.us
Kim Park	State House, Room 360	Boston	MA	02133	617-727-3600	617-727-8685	Kim.Park@state.ma.us

**EXECUTIVE OFFICE FOR ADMINISTRATION AND FINANCE**

<b>Central Business Office</b>					<b>Tel</b>	<b>Fax</b>	<b>Email</b>
Christine Donohoe	One Ashburton Place, 16th Floor	Boston	MA	02108	617-727-8181	617-727-2222	Christine.Donohoe@state.ma.us
Nilsa Morales	One Ashburton Place, 16th Floor	Boston	MA	02108	617-727-8181	617-727-2222	Nilsa.Morales@state.ma.us

***The Central Business Office (CBO) currently oversees the purchasing for the following 14 ANF agencies.***

Executive Office for Administration and Finance							
Administrative Law Appeals							
Appellate Tax Broad							
Bureau of State Office Buildings							
Civil Service Commission							
Educational Quality and Accountability							
Fiscal Affairs Division							
George Fingold Library							
Human Resources Division							
Information Technology Division							
Massachusetts Commission Against Discrimination							
Massachusetts Developmental Disabilities Council							
Massachusetts Office of Disability							
Massachusetts Office of Dispute Resolution							
Operational Services Division							
<b>Commission on Veterans' Services</b>							
David Moore	239 Causeway Street	Boston	MA	02114	617-727-3578	617-727-5903	Dmoore@vet.state.ma.us
<b>Department of Revenue</b>							
Chrstine Miscioscia	51 Sleeper Street, 2nd Floor	Boston	MA	02210	617-626-3523	617-626-3555	Chrstine.Miscioscia@statte.ma.us
Lisa Mustacchio	51 Sleeper Street, 2nd Floor	Boston	MA	02210	617-626-3616	617-626-3555	Lisa.Mustacchio@state.ma.us

<b>Disabled Persons Protection Commission</b>							
Audrey Drinan	50 Ross Way	Quincy	MA	02169	617-727-6465	617-727-6469	Audrey.Drinan@state.ma.us
<b>Division of Capital Asset Management</b>							
Susan Goldfischer	One Ashburton Place, Rm. 1500	Boston	MA	02108	617-727-4050	617-727-5363	Susan.Goldfischer@dcp.state.ma.us
<b>DCAM Compliance</b>							
Lisa Bacon	One Ashburton Place, Rm. 1500	Boston	MA	02108	617-727-4050	617-727-5363	Lisa.Bacon@dcp.state.ma.us
George Buggs	One Ashburton Place, Rm. 1500	Boston	MA	02108	617-727-4050	617-727-5363	George.Buggs@dcp.state.ma.us
Ripton Rowe	One Ashburton Place, Rm. 1500	Boston	MA	02108	617-727-4050	617-727-5363	Ripton.Rowe@dcp.state.ma.us
<b>Group Insurance Commission</b>							
Anne McKenzie	Hurley Building, 19 Staniford St.	Boston	MA	02114	617-727-2310	617-227-5181	Anne.Mckenzie@gic.state.ma.us
<b>Office of the State Comptroller</b>							
Cliff Burke	One Ashburton Place, 9th Floor	Boston	MA	02108	617-973-2630	617-727-2163	Clifford.Burke@osc.state.ma.us
<b>Public Employee Retirement Administration Commission</b>							
Virginia Barrows	5 Middlesex Avenue, 3rd Floor	Somerville	MA	02145	617-666-4446	617-628-4002	VIBarrows@per.state.ma.us
Caroline Carcia	5 Middlesex Avenue, 3rd Floor	Somerville	MA	02145	617-666-4446	617-628-4002	Ccarcia@per.state.ma.us
<b>Teachers' Retirement Board</b>							
Rochelle Mosley	69 Canal Street, 3rd Floor	Boston	MA	02114	617-727-3661	617-727-6797	Rochelle.Mosley@trb.state.ma.us
<b>EXECUTIVE OFFICE OF ELDER AFFAIRS</b>							
<b>Executive Office of Elder Affairs</b>					<b>Tel</b>	<b>Fax</b>	<b>Email</b>
Randy Garten	One Ashburton Place, Rm. 517	Boston	MA	02108	617-222-7412	617-727-9368	Randy.Garten@state.ma.us
<b>EXECUTIVE OFFICE OF ENVIRONMENTAL AFFAIRS</b>							
<b>Executive Office of Environmental Affairs</b>					<b>Tel</b>	<b>Fax</b>	<b>Email</b>
Victor Mastone	251 Causeway Street, Suite 900	Boston	MA	02114	617-626-1141	617-626-1181	Victor.Mastone@state.ma.us
<b>Environmental Management</b>							
Vincent Micozzi	251 Causeway Street, Suite 600	Boston	MA	02114	617-626-1250	617-626-1449	Vincent.Micozzi@state.ma.us
Anna Prince	251 Causeway Street, Suite 600	Boston	MA	02114	617-626-1285	617-626-1449	Anna.Prince@state.ma.us
<b>Environmental Protection</b>							
Donald Gomes	One Winter Street	Boston	MA	02108	617-556-1057	617-556-1049	Donald.Gomes@state.ma.us

<b>DEP M/WBE Staff</b>							
Wendy Friedman	One Winter Street	Boston	MA	02108	617-556-1139	617-556-1049	Wendy.Friedman@state.ma.us
YitLing Slayman	One Winter Street	Boston	MA	02108	617-556-1178	617-556-1049	Yitling.Slayman@state.ma.us
<b>Fisheries and Wildlife</b>							
Peter Burke	251 Causeway Street, Suite 400	Boston	MA	02114	617-727-1614	617-727-2566	Peter.Burke@state.ma.us
<b>Food and Agriculture</b>							
Alisha Bouchard	251 Causeway Street, Suite 500	Boston	MA	02114	617-626-1716	617-626-1850	Alisha.Bouchard.state.ma.us
<b>Metropolitan District Commission</b>							
Willie Brown	20 Somerset Street, 2nd Floor	Boston	MA	02108	617-727-9650	617-727-7336	Willie.Brown@state.ma.us
<b>State Reclamation Board</b>							
Alisha Bouchard	251 Causeway Street	Boston	MA	02114	617-616-1716	617-626-1850	Alisha.Bouchard@state.ma.us
<b>EXECUTIVE OFFICE OF HEALTH AND HUMAN SERVICES</b>							
<b>Executive Office of Health and Human Services</b>					<b>Tel</b>	<b>Fax</b>	<b>Email</b>
A. Victoria Mederos	One Ashburton Place, Rm. 1109	Boston	MA	02108	617-727-7600	617-727-1396	Avictoria.Mederos@ehs.state.ma.us
<b>Chelsea Soldiers' Home</b>							
Richard White	91 Crest Avenue	Chelsea	MA	02150	617-884-5660	617-889-2826	Richard.White@state.ma.us
Mark Perry	91 Crest Avenue	Chelsea	MA	02150	617-884-5660	617-889-2826	Mark.Perry@state.ma.us
<b>Child Care Services</b>							
Richard Steele	One Ashburton Place, Rm. 1105	Boston	MA	02108	617-626-2072	617-626-2028	Richard.Steele@ofc.state.ma.us
Walter Godlewski	One Ashburton Place, Rm. 1105	Boston	MA	02108	617-626-2034	617-626-2028	Walter.Godlewski@ofc.state.ma.us
<b>Department of Medical Assistance</b>							
George Washington	600 Washington Street	Boston	MA	02111	617-210-5007	617-348-5871	George.Washington@state.ma.us
<b>Department of Mental Health</b>							
Marilyn Carrington	25 Staniford Street	Boston	MA	02114	617-626-8139	617-626-8131	Marilyn.Carrington@dmh.state.ma.us
Kermit Holliday	25 Staniford Street	Boston	MA	02114	617-626-8141	617-626-8131	Kermit.Holliday@dmh.state.ma.us
<b>Department of Mental Retardation</b>							
Gerald Scott	500 Harrison Avenue, Rm. 6189	Boston	MA	02118	617-624-7751	617-624-7577	Gerald.Scott@state.ma.us
<b>Department of Public Health</b>							
Dennis Johnson	250 Washington Street, 1st Floor	Boston	MA	02108	617-624-5700	617-624-5729	Dennis.Johnson@dph.state.ma.us

<b>Department of Social Services</b>							
Bob Guinto	24 Farnsworth Street	Boston	MA	02210	617-748-2093	617-439-4482	Bob.Guinto@state.ma.us
Francis Kelley	24 Farnsworth Street	Boston	MA	02210	617-748-2077	617-439-4482	Francis.Kelley@state.ma.us
<b>Department of Transitional Assistance</b>							
Rochelle Brunson	600 Washington Street	Boston	MA	02111	617-348-8432	617-348-8575	Rochelle.Brunson@dta.state.ma.us
<b>Department of Youth Services</b>							
Merylle Chase	24-43 Wormwood St, Suite 400	Boston	MA	02210	617-727-7575	617-951-2409	Merylle.Chase@state.ma.us
Dan Woods	24-43 Wormwood St, Suite 400	Boston	MA	02210	617-727-7575	617-951-2409	Dan.Woods@state.ma.us
<b>Division of Health Care Finance and Policy</b>							
Tim Flaherty	Two Boylston Street	Boston	MA	02116	617-988-3100	617-727-7662	Tim.Flaherty@hcf.state.ma.us
<b>Holyoke Soldiers' Home</b>							
Michael Poklewski	100 Cherry Street	Holyoke	MA	01040	413-533-9475	413-538-7968	Mike.Poklewski@state.ma.us
<b>Massachusetts Commission for the Blind</b>							
William Callaghan	88 Kingston Street	Boston	MA	02111	617-626-7404	617-626-7685	William.J.Callaghan@state.ma.us
<b>Massachusetts Commission for the Deaf and Hard of Hearing</b>							
Jane Sokol Shulman	210 South Street, 5th Floor	Boston	MA	02111	617-695-7500	617-695-7557	Jane.Sokol.Shulman@mcd.state.ma.us
<b>Massachusetts Rehabilitation Commission</b>							
Al Jones, Jr.	27-43 Wormwood St., Suite 600	Boston	MA	02210	617-204-3762	617-727-1354	Albert.Jones@mrc.state.ma.us
<b>Office for Refugees and Immigrants</b>							
Donna Crowley	2 Boylston Street	Boston	MA	02116	617-727-7888	617-727-1822	Donna.Crowley@state.ma.us
<b>EXECUTIVE OFFICE OF PUBLIC SAFETY</b>							
<b>Executive Office of Public Safety</b>					<b>Tel</b>	<b>Fax</b>	<b>Email</b>
Carol Cronin	One Ashburton Place, Rm. 2133	Boston	MA	02108	617-727-7775	617-727-4764	Carol.Cronin@eps.state.ma.us
<b>Architectural Access Board</b>							
Deborah Ryan	One Ashburton Place, Rm. 1310	Boston	MA	02108	617-727-0600	617-727-0665	Deborah.Ryan@eps.state.ma.us
<b>Board of Building Regulations</b>							
Ann Marie Rose	One Ashburton Place, Rm. 1301	Boston	MA	02108	617-727-3200	617-727-1754	AnnMarie.Rose@bbr.state.ma.us
<b>Chief Medical Examiner</b>							
Michael St. Jean	720 Albany Street	Boston	MA	02118	800-962-7877	617-266-6763	Michael.Stjean@cme.state.ma.us



<b>Committee on Criminal Justice</b>							
Joanne Shea	One Ashburton Place, Rm. 2110	Boston	MA	02108	617-727-6300	617-727-5356	Joanne.Shea@eps.state.ma.us
<b>Criminal History System's Board</b>							
Anthony Cruz	200 Arlington Street, Suite 2120	Chelsea	MA	02150	617-660-4627	617-660-4613	Anthony.Cruz@chs.state.ma.us
Christine A. Young	200 Arlington Street, Suite 2200	Chelsea	MA	02150	617-660-4704	617-660-1092	Christine.Young@chs.state.ma.us
<b>Criminal Justice Training Council</b>							
Kris Gottlander	31 Shea Memorial Drive	S. Weymouth	MA	02190	781-727-7827	781-331-5187	Kris.Gottlander@cjt.state.ma.us
<b>Department of Corrections</b>							
Sandra Genoa	50 Maple Street	Milford	MA	01757	508-422-3310	508-422-3384	SMGenoa@doc.state.ma.us
<b>Department of Fire Services</b>							
Julie Connelly	State Road, P.O. Box 1025	Stow	MA	01775	978-567-3131	978-567-3144	Julie.Connelly@state.ma.us
Marianne Lara	State Road, P.O. Box 1025	Stow	MA	01775	978-567-3142	978-567-3144	Marianne.Lara@state.ma.us
<b>Department of Police</b>							
Karen Robitaille	470 Worcester Road	Framingham	MA	01702	508-820-2146	508-820-2165	Karen.Robitaille@pol.state.ma.us
Cheri Lee	470 Worcester Road	Framingham	MA	01702	508-820-2148	508-820-2165	Cheri.Lee@pol.state.ma.us
<b>Department of Public Safety</b>							
Dianne Wallace	One Ashburton Place, Rm. 1301	Boston	MA	02108	617-727-3200	617-727-5732	Dianne.Wallace@dps.state.ma.us
<b>Governor's Highway Safety Bureau</b>							
Susan Burgess-Chin	10 Park Plaza, Suite 5220	Boston	MA	02116	617-973-8913	617-973-8917	Susan.Burgess-Chin@hsb.state.ma.us
<b>Massachusetts Emergency Management Agency</b>							
Fay Stewart	400 Worcester Road	Framingham	MA	01702	508-820-2095	508-820-1401	Fay.Stewart@mema.state.ma.us
Tina Urato	400 Worcester Road	Framingham	MA	01702	508-820-1423	508-820-1401	Tina.Urato@mema.state.ma.us
<b>Merit Rating Board</b>							
Mary Mulhall	P.O. Box 199100	Roxbury	MA	02119	617-351-9601	617-351-9660	MMulhall@rmv.state.ma.us
<b>Military Division</b>							
Joseph Wolfgang	50 Maple Street	Milford	MA	01757	508-233-6522	508-233-6527	Joseph.Wolfgang@state.ma.us
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<b>Parole Board</b>							
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## **APPENDIX E**

# **AFFIRMATIVE MARKET PROGRAM BUSINESS ADVISORY COMMITTEE**



# Affirmative Market Program

Commonwealth of Massachusetts

**I.**

**II. AMP BUSINESS ADVISORY BOARD**

**Historical Background:**

The Affirmative Market Program (AMP) currently housed at OSD, was established in August of 1996 through Executive Order 390 as signed by then Governor Weld and Lt. Governor Cellucci "Establishing an Affirmative Market Program in Public Contracting". It establishes a policy to promote the award of state contracts in a manner that develops and strengthens certified Minority and Women Business Enterprises (M/WBEs).

In establishing Executive Order 390 the "Commonwealth has affirmed responsibility to develop and maintain equitable practices and policies in the public marketplace." The hearings and investigations that both the Massachusetts Commission Against Discrimination and the Executive Office of Transportation and Construction conducted produced the documentation necessary to demonstrate the purpose for Executive Order 390. Therefore all executive offices, agencies, departments, boards, and commissions of the Commonwealth are directed to implement the narrowly tailored Affirmative Market Program.

Subject to the approval of the Secretary of Administration and Finance or his/her designee all participating state agencies and authorities shall set annual benchmarks for spending with certified minority- and women-owned businesses. A diverse business community strengthens the economy and is beneficial to all of the citizens of the Commonwealth of Massachusetts.

**Mission:**

To assist the Commonwealth and its AMP participating entities in maintaining the objectives of Executive Order 390. In doing so, the AMP Business Advisory Board would be responsible for providing input, which would represent the interests of SOMWBA certified vendors. Board involvement would include, but is not limited to, feedback and input in an advisory capacity and through participation in quarterly meetings or as needed.

**Purpose:**

The Business Advisory Board will make contributions to the program for the purpose of improving performance of AMP targets by the certified vendor community and state entities. The Business Advisory Board will serve the program directors by advising, informing and cultivating a partnership to maximize participation of minority- and women-owned businesses in the state contracting system.

**Criteria for Selection:**

Secretary for Administration and Finance, State Procurement Agent and the Affirmative Market Program directors will nominate potential members of the Board. Business Advisory Board members will be those minority- and women-owned, state-certified businesses participating in the Affirmative Market Program, community based programs whose mission includes the concerns of minority- and women-owned businesses, or other entities that represent the interests of minority- and women-owned businesses. All participants should be familiar with the Affirmative Market Program, Executive Order 390, and the state procurement process. State certified businesses should maintain in good standing their certification status as mandated by EO 390 and meet all compliance of their certification requirements.

**Responsibilities:**

All qualified participants will be requested to commit to a one-year membership to the Board to be extended at the discretion of the Executive Director. Board members must commit to:

- Attend quarterly meetings and any other meetings set by program director.
- Perform in the best interest of the AMP.
- Use discretion on matters discussed at meetings.
- Partner with program directors to assist in AMP agenda and objectives.
- Provide resources, information and advice to AMP directors.
- Maintain knowledge of current procurement regulations and procedures.
- Maintain state certification status, if applicable.
- Perform assigned tasks.

**AFFIRMATIVE MARKET PROGRAM  
BUSINESS ADVISORY BOARD NOMINEES 2002**

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